



USAID ADVANCING KOSOVO TOGETHER LOCAL SOLUTION

FINAL REPORT

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LOCAL SOLUTION

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DISCLAIMER

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LIST OF ACRONYMS

ADS	Automated Directive System
AKB	Kosovo Business Agency
AKM	Association of Kosovo Municipalities
AKT	Advancing Kosovo Together
BSCK	Business Support Centre Kosovo
B2B	Business to Business
CAIP	USAID Community Action Initiative Program
CDP	Capacity Development Plan
CF	Community Forum
CFR	Code of Federal Regulations
COP	Chief of Party
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DEMI	USAID Decentralized Effective Municipalities Initiative
DEMOS	Decentralization and Municipal Support Program
DPI	Development Professionals Inc.
EU	European Union
EMI	Effective Municipal Initiative
EMPOWER	USAID Private Sector Competitiveness and Employment Generation Activity
FAR	Federal Acquisition Regulation
G2G	Government-to-Government Grants
GMIF	General Municipal Information Form
GOK	Government of Kosovo
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HICD	Human and Institutional Capacity Development
HO	Home Office
ICT	Information and Communication Technology
IPCP	USAID Initiating Positive Change Program
ICT	Information and Communications Technology
JICA	Japanese International Cooperation Agency

KCSF	Kosovo Credit Support Facility
KCC	Kosovo Chamber of Commerce
KPAN	Kosovo Policy Action Network
LCO	Language Commissioner Office
LS	Local Solutions
MBC	Municipal Business Center
MCF	Municipal Citizen Forum
MF	Ministry of Finance
MLGA	Ministry of Local Governance and Administration
MORC	Ministry of Communities and Returns
MPA	Ministry of Public Administration
MPMS	Municipal Performance Measurement System
NDI	National Democratic Institute
NGO	Non-governmental organization
NOA	USAID New Agricultural Opportunities Program
OCA	Organizational Capacity Assessment
OSCE	Organization for Security and Cooperation in Europe
OSR	Own Source Revenue
OLC/LC	Office of Language Commissioner/Language Commissioner
PMOCA	Prime Minister's Office for Community Affairs
PSIF	Program Support and Incentive Fund
RFA	Request for Application
RFP	Request for Proposal
SDC	Swiss Development and Cooperation Program
SIAPS	Service Improvement Action Plans
STTA	Short Term Technical Advisor
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USD	US Dollar

1. PROJECT OVERVIEW/SUMMARY

1.1 Project description/Introduction

Advancing Kosovo Together Local Solution (AKT-LS) is a program which was launched on October 1, 2014. It was designed to support the achievement of the United States Government's foreign policy objective of peace and stability in the Balkans by supporting the development objective of the USAID Country Development Cooperation Strategy on the support of improved rule of law that meets citizen needs and the intermediate result of improved integration of ethnic minorities into Kosovo society.

AKT - LS was a three-year (extended for 13 months) USAID funded project that aimed to increase the constructive inter-ethnic cooperation and interaction, primarily between the majority and minority communities, which is vital to the security and stability of the Balkans. The project was a part of USAID Forward, the USAID strategy of development aid delivery, where involvement of local know-how and expertise is essential for the maximization of the aid efficiency.

The program goal was to foster positive and constructive inter-ethnic cooperation between the Kosovo non-majority communities and majority communities in addressing common problems of unemployment, social needs, and municipal services in 16 targeted municipalities throughout Kosovo (Gračanica/Gračanicë, Klokot/Klllokot, Novo Brdo/Novobërdë, Parteš/Partesh, Ranilug/Ranillug, Štrpce/Shtërpçë, Gjilan/Gnjilane, Istog/Istok, Klinë/Klina, Obiliq/Obilić, Pejë/Peć, Vushtrri/Vučitrn, North Mitrovica/ë, Zubin Potok, Leposavić/Leposaviq and Zvečan/Zveçan) comprised of large Kosovo Serb populations.

It was achieved through the following objectives: improved communication and integration between minority and majority populations; improved economic opportunities for non-majority communities in target municipalities; and increased efficiency and capacity of target municipal administrations to respond to their citizens' needs.

Working at the intersection of economic growth, governance, and inclusion, AKT-LS worked in three distinct but integrated technical areas, as per the following:

Local Government:

AKT – LS directly contributed towards the improvement of local infrastructure, quality of service provision, as well as capacity development for local government institutions. These were the main means in improving the quality of local governance within the selected municipalities.

Private Sector Development and Employment Generation:

Support entrepreneurship through training and seed funding, and by the provision of market linkage opportunities. AKT – LS' focus on private sector development in 16 municipalities was expected to be significant. Given the scarcity of employment and income generation opportunities in the municipalities covered by the project, this particular component was essential for the creation of job opportunities and self-employment.

Civil Society Empowerment:

Civil society organizations and community groups were supported with grant funding, capacity development and the implementation of advocacy initiatives. They were empowered to more effectively represent their interests in decision-making at the local level and scrutinize public institutions through active engagement in policy formulation and monitoring.

AKT – LS, as a component of AKT Program, had a projected budget of \$7M. Out of this amount, a net investment of \$5M was envisaged to be implemented as direct project interventions through three different grant and subcontract components: 1) Citizen Engagement Component; 2) Business Development Component; and 3) Municipal Development Component.

2. ADVANCING KOSOVO TOGETHER LOCAL SOLUTION (AKT-LS)

AKT LS program was envisioned to implement activities and target beneficiary communities in 16 partner Kosovo municipalities, including municipalities in northern Kosovo; Gračanica/Graçanicë, Klokot/Killokot, Novo Brdo/Novobërdë, Parteš/Partesh, Ranilug/Ranillug, and Štrpce/Shtërpçë; and six (6) Albanian majority municipalities: Gjilan/Gnjilane, Istog/Istok, Klinë/Klina, Obiliq/Obilić, Pejë/Peć and Vushtrri/Vučitrn as well as four (4) municipalities in the north: Mitrovica North, Leposavić/Leposaviq, Zubin Potok/Zubin Potok, and Zvečan/Zveçan.

2.1 GRAČANICA/GRAÇANICË

In the project partner municipality of Gračanica/Graçanicë, in terms of AKT LS infrastructure projects USAID has invested \$ 154,044 (of total \$ 225,931 project cost including municipal cost share) in the Construction of a playground for small football/soccer and parking lot as well as the road reparation in the village of Radevo/Radevë.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 22 CSOs in their projects targeting Gračanica/Graçanicë (7 CSOs solely targeting Gračanica/Graçanicë), with a total sum of \$521,125.51 USAID funds (as part of the total \$624,768.54 project costs including CSO cost share). The projects are:

- Multimedia fest - implemented by Tourist Organization of Gračanica (TOG)
- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Ensuring integrity of local governments through increased research and monitoring capacities of local CSOs - implemented by Çohu
- Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo - implemented by ECMI
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- My road to the stars' project implemented by Centar za medije i ekonomski razvoj CMIER
- Real Property Mass Valuation Training Program implemented by Recura
- Rapprochement communities through folklore and tradition implemented by GIOR
- The Tour of Freedom project implemented by GAIA
- Establishing contacts among young people through arts implemented by CEIMS

- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD
- 'Together for Future' project, implemented by NGO CoDe
- 'Middle Age for kids', implemented by NGO Order of Dragon
- 'Promoting artistic development of woman with disabilities', implemented by NGO OON

The following CSO grants were targeted solely to Gračanica/Graçanicë:

- Volleyball for girls - implemented by SDTV
- Strengthening program for Local Youth Action Councils in Kosovo - implemented by CSD
- Intangible Cultural Heritage of Municipality of Gračanica - implemented by TOG
- Musical and dancing heritage of Kosovo - implemented by Moja Inicijativa
- Youth Cultural Centre Leposavic - implemented by IDCSI
- International festival of medieval art and crafts – 'SHIELD' - implemented by TOG
- You too should dance Kolo media awareness campaign - implemented by VENAC

As for the AKT LS Business Development Component, in the municipality of Gračanica/Graçanicë \$418,080.86 USAID funds were awarded (as part of \$571,473 total project funds, including cost share) to 17 business development grants to small and medium enterprises and to the Facilitating Business Friendly Environment through B2B event in Gračanica/Graçanicë, implemented by the American Chamber of Commerce.

AKT LS supported this municipality with its municipal development component through a Capacity Development Plan project (e-kiosk) in the value of \$ 6,106.32 (as part of total project cost of \$ 7,377.87 including municipal cost share).

Furthermore, AKT LS has supported the municipality of Gračanica/Graçanicë through the Training of trainers for municipal officials on the Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management.

Throughout the third year of the AKT LS program, Gračanica/Graçanicë was supported through the development of a municipal Socio-Economic Development Plan, jointly with a number of other target municipalities. Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.2 KLLOKOT/KLOKOT

In the project partner municipality of Klllokot/Klokot, in terms of AKT LS infrastructure projects USAID has invested \$ 66,102 (of total \$ 79,852 project cost including municipal cost share) in the construction of a multipurpose community center for the municipality of Klllokot/Klokot.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 13 CSOs in their projects targeting partner municipalities and Klllokot/Klokot in their projects (1 CSO specifically targeting Klllokot/Klokot) with a total sum of \$ 380,174.31 USAID funds (as part of the total \$ 485,607.74 project costs including CSO cost share). The projects are:

- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo - implemented by ECMI
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Increase of Public Participation on the budgeting phase by the participation of marginalized Women and Youth Group - implemented by Network of Peace and Movement – NOPM
- My road to the stars project implemented by Centar za medije i ekonomski razvoj CMIER
- Real Property Mass Valuation Training Program implemented by Recura
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD
- 'Cultural caravan', implemented by Mreža za građanski aktivizam – MGA
- 'Middle Age for kids', implemented by NGO Order of Dragon

The following CSO project solely targeted the municipality of Klllokot/Klokot:

- Rebranding of Klokot/Klllokot municipality – Roman locality Vrbani - implemented by CoDE

As for the AKT LS Business Development Component, in the municipality of Klllokot/Klokot a grant of \$10,766.28 USAID funds (as part of the total \$ 11,666.67 cost of project including grantee cost share) has been awarded through 2 business grants. Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR

representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.3 NOVO BRDO/NOVOBËRDË

In the project partner municipality of Novo Brdo/Novobërdë, in terms of AKT LS infrastructure projects USAID has invested \$ 101,723 (of total \$ \$181,102 project cost including municipal cost share) in the construction of a multipurpose community center for the municipality of Novo Brdo/Novobërdë.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS supported 15 CSOs in their projects targeting the Novo Brdo/Novobërdë municipality among others in their projects. The total sum of these projects dedicated to several target partner municipalities sum up to \$ 418,082.54 USAID funds (as part of the total \$ 506,941.66 project costs including CSO cost share). The projects are:

- Multimedia fest - implemented by Tourist Organization of Gračanica (TOG)
- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Ensuring integrity of local governments through increased research and monitoring capacities of local CSOs - implemented by Çohu
- Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo - implemented by ECMI
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Increase of Public Participation on the budgeting phase by the participation of marginalized Women and Youth Group - implemented by Network of Peace and Movement – NOPM
- My road to the stars' project implemented by Centar za medije i ekonomski razvoj CMIER
- Real Property Mass Valuation Training Program implemented by Recura
- Hidden stories' documentaries implemented by NGO Integra
- The Tour of Freedom project implemented by GAIA
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Support programs for women in employment and self-employment – Nas Dom

As for the AKT LS Business Development Component, in the municipality of Novo Brdo/Novobërdë \$ 50,907 USAID funds were awarded (as part of \$ 67,107 total project funds, including cost share) to 1 business grant as well as inviting SMEs to the Facilitating Business Friendly Environment through B2B and Business Support Services project, implemented by the Business Support Center Kosovo (BSCK).

AKT LS supported this municipality with its municipal development component through a Capacity Development Plan project, in the supply of equipment for the multipurpose building, in the value of \$ 4,719.39 (as part of total project cost of \$ 5,691.33 including municipal cost share) and the Training of trainers for municipal officials on Transparency in Local Governance.

2.4 PARTEŠ/PARTESH

In the project partner municipality of Parteš/Partesh, in terms of AKT LS infrastructure projects USAID has invested \$101,627 (of total \$136,450 project cost including municipal cost share) in asphaltting the main village road of Budrikë e Poshtme/ Donja Budriga.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 13 CSOs in their projects targeting Parteš/Partesh (2 CSOs solely targeting Parteš/Partesh), with a total sum of 335,461.8 USAID funds (as part of the total \$ 409,317.44 project costs including CSO cost share). The projects are:

- Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo - implemented by ECMI
- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Real Property Mass Valuation Training Program implemented by Recura
- The Tour of Freedom project implemented by GAIA
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD
- 'Cultural caravan', implemented by Mreža za građanski aktivizam - MGA

The following CSO grant targeted solely the municipality of Parteš/Partesh:

- Glavičica Ethno Fest - implemented by Cultural Heritage without Borders (CHWB)
- 'Economically and Socially empowered in a rural area', implemented by Moravski biser

As for the AKT LS Business Development Component, in the municipality of Parteš/Partesh \$ 31,520.48 USAID funds were awarded (as part of \$ 44,606.66 total project funds, including cost share) to 2 business grants.

AKT LS supported this municipality through its municipal development component, namely through a municipal Service Improvement Action Plan in Increasing energy efficiency in the municipality of Parteš/Partesh through installation of LED technology in public lighting \$ 18,506.39 (of total \$ 22,360.08 project cost including municipal cost share).

Additional municipal support was provided through the Training of trainers for municipal officials on the Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management. Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.5 RANILUG/RANILLUG

In the project partner municipality of Ranilug/Ranillug, in terms of AKT LS infrastructure projects USAID has invested \$ 76,809 (of total \$ 114,717 project cost including municipal cost share) in the Reconstruction and upgrading of the Culture Center.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 11 CSOs in their projects targeting Ranilug/Ranillug (2 CSOs solely targeting Ranilug/Ranillug), with a total sum of 374,442.09 USAID funds (as part of the total \$ 451,152 project costs including CSO cost share). The projects are:

- Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo - implemented by ECMI
- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Increase of Public Participation on the budgeting phase by participation of marginalized Women and Youth Group - implemented by Network of Peace and Movement – NOPM
- Real Property Mass Valuation Training Program implemented by Recura
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe

The following CSO grants targeted solely the municipality of Ranilug/Ranillug:

- Days of Serbian culture and arts festival - implemented by Centre for Social Affirmation of Youth (CSAY)

- Culture - the attribute of life project - implemented by Centre for Social Affirmation of Youth (CSAY)

As for the AKT LS Business Development Component, \$6,321.84 USAID funds were awarded (as part of \$7,406.90 total project funds, including cost share) to business grantee Ristic for the purchase of a forklift.

Furthermore, AKT LS has supported this municipality through its municipal development component, namely through a Service Improvement Action Plan SIAP in the Purchasing of folk costumes, equipment and furnishings for the Cultural Centre of the municipality with \$43,888.16 (of total \$53,027.11 project cost including municipal cost share). AKT LS supported the Training of trainers for municipal officials on Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management.

2.6 ŠTRPCE/SHTËRPCË

In the project partner municipality of Štrpce/Shtërpçë, in terms of AKT LS infrastructure projects USAID has invested \$130,878 (of total \$184,862 project cost including municipal cost share) in the construction of a multipurpose community center and rehabilitation of playground in Vrbeštica/Vërbeshticë village.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS supported 12 CSOs in their projects targeting partner municipalities, including activities in Štrpce/Shtërpçë. The total sum of these projects dedicated to several target partner municipalities sum up to \$357,625.42 USAID funds (as part of the total \$437,600 project costs including CSO cost share). The projects are:

- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo - implemented by ECMI
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Ensuring integrity of local governments through increased research and monitoring capacities of local CSOs - implemented by Çohu
- My road to the stars project implemented by Centar za medije i ekonomski razvoj CMIER
- Real Property Mass Valuation Training Program implemented by Recura
- The Tour of Freedom project implemented by GAIA
- Establishing contacts among young people through arts implemented by CEIMS
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe

As for the AKT LS Business Development Component, in the municipality of Štrpce/Shtërpçë \$ 116,795.58 USAID funds were awarded (as part of \$ 133,916.85 total project funds, including cost share) to 9 business grants.

Through its municipal development component, namely through a municipal Service Improvement Action Plan SIAP in Increasing energy efficiency in the municipal building, culture center and two schools of Štrpce/Shtërpçë, AKT LS supported this municipality with \$ 31,947.06 (of total \$ 37,605.88 project cost including municipal cost share).

The municipality was also supported in implementing the Training of trainers for municipal officials on Development of Municipal Plans and Municipal Property Management.

2.7 GJILAN/GNJILANE

In the project partner municipality of Gjilan/Gnjilane, in terms of AKT LS infrastructure projects USAID has invested \$102,704.22 (of total \$ 155,721.65 project cost including municipal cost share) in constructing a school annex in Ponesh/Poneš, municipality of Gjilan/Gnjilane.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 11 CSOs in their projects targeting all partner municipalities, including activities in Gjilan/Gnjilane, with a total sum of \$ 354,225.02 USAID funds (as part of the total \$ 359,223.75 project costs including CSO cost share). The projects are:

- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Ensuring integrity of local governments through increased research and monitoring capacities of local CSOs - implemented by Çohu
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Increase of Public Participation on the budgeting phase by participation of marginalized Women and Youth Group - implemented by Network of Peace and Movement – NOPM
- My road to the stars' project implemented by Centar za medije i ekonomski razvoj CMIER
- Real Property Mass Valuation Training Program implemented by Recura
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Capacity development program for Local Youth Action Councils implemented by Communication for Social Development in partnership with FODEM
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD.

As for the AKT LS Business Development Component, \$ 64,837.77 USAID funds were awarded (as part of \$ 76,770.64 total project funds, including cost share) to 4 business development grants to small and medium enterprises, as well as the Facilitating Business Friendly Environment through B2B and Business Support Services project for eight partner municipalities, implemented by the Business Support Center Kosovo (BSCK). One additional business grant was given to the Women in Online Work project in partnership with Empower Private Sector Kosovo.

AKT LS supported this municipality with its municipal development component through a Capacity Development Plan project (e-kiosk) in the value of \$ 6,611.11 (of total \$7,972.65 including cost share) and the development of a municipal Socio-Economic Development Plan, jointly with a number of other target municipalities.

Component 3 of the program supported the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials were once again trained for better budgetary planning and development of socio economic plans.

2.8 ISTOG/ISTOK

In the project partner municipality of Istog/k, in terms of AKT LS infrastructure projects USAID has invested \$ \$103,645 (of total \$ \$130,486 project cost including municipal cost share) in Asphaltting of the Serbobran/Srbobran - Tomoc/Tomance road.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has to date supported 8 CSOs in their projects in partner municipalities, including activities among others in their projects, with a total sum of \$ 253,562.89 USAID funds (as part of the total \$ 313,449.34 project costs including CSO cost share). The projects are:

- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Real Property Mass Valuation Training Program implemented by Recura
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD

As for the AKT LS Business Development Component, \$105, 239.18 USAID funds were invested (as part of \$ 142,653.74 total project funds, including cost share) to a large business development grant to Agro Produkt - which operates in Istog/k and

Zvečan/Zveçan and Agroprom. SMEs from Istog/k were supported to participate in B2B events organized by the Business Support Center Kosovo (BSCK) as well as Kosovo Association of Information and Communication technology (STIKK).

AKT LS supported this municipality with its municipal development component through a Capacity Development Plan project (e-kiosk) in the value of \$ 5,715.52 (as part of total project cost of \$ 6,905.69 including municipal cost share). Furthermore, AKT LS has implemented the Training of trainers for municipal officials on the Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management.

Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.9 KLINË/KLINA

In the project partner municipality of Klinë/Klina, in terms of AKT LS infrastructure projects USAID has invested \$ 103,730 (of total \$ \$178,192 project cost including municipal cost share) in the Construction of the road from Klinë- Klinavcë-Gjurgjevik i Vogël / Klina - Klinavce – Djurakovac.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 9 CSOs in their projects targeting partner municipalities, with a total sum of \$ 275,282.89 USAID funds (as part of the total \$ 336,025.34 project costs including CSO cost share). The projects are:

- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees, implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Municipal Brand Platform Key Messaging for Klinë/Klina and Vushtrri/ Vuçitër, implemented by Pro Planning
- Real Property Mass Valuation Training Program implemented by Recura
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD

As for the Business Development Component, a grant of \$ 4,841.38 USAID funds was awarded to the construction of a greenhouse and drip system for the applicant Milanka Sarković and her small family business.

Furthermore, AKT LS has supported this municipality through its municipal development component, namely the Service Improvement Action Plan SIAP in the Expansion of Waste Collection Services with \$ 32,907.75 (of total \$ 39,757.89 project cost including municipal cost share). The municipality was supported through the Training of trainers for municipal officials on the Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management.

Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.10 OBILIQ/OBILIĆ

In the project partner municipality of Obiliq/Obilić, in terms of AKT LS infrastructure projects USAID has invested \$ 154,404 (of total \$ 193,931 project cost including municipal cost share) in the Rehabilitation of two Plemetin neighborhood roads and the rehabilitation of the village road in Babin Most/Babimofc.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 10 CSOs. The total sum of these projects dedicated to several target partner municipalities sum up to \$ 255,504.69 USAID funds (as part of the total \$ 315,000.64 project costs including CSO cost share). The projects are:

- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Organizational Capacity Building project for USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Real Property Mass Valuation Training Program implemented by Recura
- The Tour of Freedom project implemented by GAIA
- Establishing contacts among young people through arts implemented by CEIMS
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD

As for the AKT LS Business Development Component, \$ 50,609.20 USAID funds were awarded (as part of \$ 55,597.70 total project funds, including cost share) to 3 business grants.

AKT LS has supported this municipality through the Service Improvement Action Plan in the Modernization and Extension of Public Lighting in several parts of the city and surrounding village streets with \$ 39,002.30 (of total \$ 47,206.69 project cost including municipal cost share) and Capacity Development Plan in the form of 'e-kiosk' with \$ 5,606.24 (of total \$ 8,140.50 project cost including cost share)

This municipality was also supported through the Training of trainers for municipal officials on the Development of Municipal Plans; Transparency in Local Governance and Municipal Property Management; Development of a municipal Socio-Economic Development Plan, jointly with a number of other target municipalities.

Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are once again trained for better budgetary planning and development of socio economic plans.

2.11 PEJË/PEĆ

In the project partner municipality of Pejë/Peć, in terms of AKT LS infrastructure projects USAID has invested \$ 71,325 (of total \$ 86,666 project cost including municipal cost share) in the Rehabilitation of water supply system in Bellopojë/Belo Polje village.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 11 CSOs in their projects targeting Pejë/Peć (1 CSO solely targeting Pejë/Peć), with a total sum of \$ 273,623.03 USAID funds (as part of the total \$ 333,744.48 project costs including CSO cost share). The projects are:

- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project, implemented by Democracy for Development (D4D)
- Real Property Mass Valuation Training Program implemented by Recura
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD

- Capacity building and Inter-Ethnic Cultural Activities for Women Focus Groups in Peje/Pec region – Implemented by Women Wellnes Center
- Rolling Film Festival 5th Edition, Implemented by Roma Versitas Kosovo

The following CSO grant was targeted solely to Pejë/Peć:

- Bridging together for nature and sports project - implemented by Let's do it Peja

As for the AKT LS Business Development Component, \$ 93,238.04 USAID funds were awarded (as part of \$ 116,798.18 total project funds, including cost share) to 5 business grants.

AKT LS has supported this municipality through its municipal development component, namely through the Training of trainers for municipal officials on the Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management.

Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.12 VUSHTRRI/VUČITRN

In the project partner municipality of Vushtrri/Vučitrn, in terms of AKT LS infrastructure projects USAID has invested \$ 98,327 (of total \$ 130,819 project cost including municipal cost share) in the sidewalk construction and streetlight installation from the railroad station to the bridge in Priluzje/ Prilluzhë village.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 12 CSOs, with a total sum of \$ 282,184.8 USAID funds (as part of the total \$ 342,049.4 project costs including CSO cost share). The projects are:

- Municipal Brand Platform Key Messaging for Klinë/Klina and Vushtrri/ Vuçitrn, implemented by Pro Planning
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership, implemented by Riinvest
- Multimedia fest - implemented by Tourist Organization of Gracanica (TOG)
- KoSNet Info-sociological economic and cultural TV magazine, implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation, implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees, implemented by ACDC
- Peer 2 peer Learning and Cooperation project, implemented by Democracy for Development (D4D)
- Real Property Mass Valuation Training Program implemented by Recura
- Establishing contacts among young people through arts implemented by CEIMS
- Capacity building of Informal Women Groups project implemented by Democracy+ and CoDe
- Strengthening program for local community representatives and CSOs to efficiently participate in decision making processes on local level, implemented by CSD
- 'Establishing cooperation between woman entities in the municipality of Vushtrri', Implemented by Iniciativa për Zhvillimin e Bujqësisë së Kosovës (IADK)

As for the AKT LS Business Development Component, \$ 35,295.63 USAID funds were awarded (as part of \$ 41,164.73 total project funds, including cost share) to 3 business grants.

Furthermore, AKT LS has supported this municipality through its municipal development component, namely through the Service Improvement Action Plan in the supply with illuminating panels for the pedestrian paths and the installation of anti-parking vertical barriers in the value of \$ 40,000 (of total \$56,501.64 of total project cost) and through the Training of trainers for municipal officials on the Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management.

Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner

Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials were trained for better budgetary planning and development of socio economic plans.

2.13 MITROVICA NORTH

In the northern project partner municipalities, such as Mitrovica North, USAID supported the municipality through Quick Impact Projects in an amount of \$ 41,773.45 (of total \$46.083.9 including cost share) in the following projects:

- Supply of equipment for the primary school 'Dositej Obradović'
- Supply of equipment for IT lab in the primary school 'Branko Radičević'
- Supply of equipment for sensory room in the primary/secondary school for special educational needs 'Kosovski božur'

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 12 CSOs in their projects targeting Mitrovica North (3 CSOs solely targeting Mitrovica North), with a total sum of \$339,408.69 USAID funds (as part of the total \$409,278.23 project costs including CSO cost share). The projects are:

- Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo - implemented by ECMI
- KoSNet Info-sociological economic and cultural TV magazine, implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation, implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees, implemented by ACDC
- Peer 2 peer Learning and Cooperation project, implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership, implemented by Riinvest
- Hidden stories' documentaries implemented by NGO Integra
- Establishment of LYAC in Northern Municipalities project, implemented by ACDC
- Establishing contacts among young people through arts implemented by CEIMS
- Capacity building trainings for municipal officials implemented by ForTED
- Drafting of the Local Youth Action Plan in Northern Kosovo implemented by ACDC

The following CSO grant was targeted solely to Mitrovica North:

- Multi-ethnic cultural and sports festival 'Summertime' - implemented by Domovik
- Notes in time - radio episodes - implemented by Radio Kontakt Plus
- Inter-ethnic visit to the cultural heritage project implemented by BACMN

17 business development grants were awarded to SMEs, totaling a sum of \$ 284,427.97 (as part of \$ 521,250.78 total business grants funds, including cost share). In terms of market linkages activities, the AKT LS Business Development Component, \$ 28,107 USAID funds were invested (as part of \$ 29,307 total project funds, including cost share). SMEs from Mitrovica North were supported to participate in B2B events organized by the Business Support Center Kosovo (BSCK) as well as Kosovo Association of Information and Communication technology (STIKK).

Furthermore, AKT LS has engaged the NGO Center for Women Development for the project Support to Transparent Development of North Mitrovica Municipality in achieving the cooperation and functional links with civil society project with a grant of \$9,990. Municipal development is also supported through Local Environmental Action Plans (LEAPs) implemented by Regional Environmental Centre with a grant in the Value of \$ 98,946.95 (of a total value of \$ 106,876.95 including cost share and the Training of Trainers for municipal officials on the Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management.

1 Capacity Development Plan project has been implemented, in the form of a municipal e-kiosk namely \$ 6,106.32 (of total \$ 7,377.87 project cost including municipal cost share) in providing the equipment for the increase of the efficiency of municipal administration through the provision of basic e-services.

Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.14 LEPOSAVIĆ/LEPOSAVIQ

In the northern project partner municipalities, such as Leposavić/Leposaviq, the equivalents of AKT LS infrastructure projects are Quick Impact projects. In this regard the program has invested in \$ 19,810.25 (of total \$ 22,213.75 project cost including municipal cost share) for the following:

- Supply of equipment for the Naša Radost kindergarten
- Supply of school equipment for the Agricultural school in Lešak/Leshak village
- Supply of IT and audio equipment for the primary school 'Vuk Karadžić'.

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has to date supported 9 CSOs in their projects targeting Leposavić/q (1 CSO solely targeting Leposavić/q), with a total sum of \$ 413,070.94 USAID funds (as part of the total \$ 427,732.9 project costs including CSO cost share). The projects are:

- Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo - implemented by ECMI
- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS

- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Establishment of LYAC in Northern Municipalities project, implemented by ACDC
- Capacity building trainings for municipal officials implemented by ForTED
- Drafting of the Local Youth action Plan in Northern Kosovo implemented by ACDC
- 'Increase of interethnic cooperation through joint cultural activities', implemented by Media Pulse

The following CSO grant targeted solely the municipality Leposavić/q:

- 'Leposavic – The Gate of Kosovo' municipal branding project - implemented by Media Pulse

25 business development grants were awarded to SMEs, totaling a sum of \$ 308,543.88 (as part of \$ 351,502.27 total business grants funds, including cost share). In terms of market linkages activities, the AKT LS Business Development Component, \$28,107 USAID funds were invested (as part of \$ 29,307 total project funds, including cost share), whereby SMEs from Leposavić/q were supported to participate in B2B events organized by the Business Support Center Kosovo (BSCK) as well as Kosovo Association of Information and Communication technology (STIKK).

AKT LS supported this municipality with its municipal development component through a Capacity Development Plan project (IT equipment) in the value of \$ 2,653.89 (as part of total project cost of \$ 3,200.45 including municipal cost share). Furthermore, AKT LS has engaged the NGO Friendship for the Support to Local Government in achieving the cooperation and functional links with civil society project with a grant of \$9,995.

Municipal development is also supported through Local Environmental Action Plans (LEAPs) implemented by Regional Environmental Centre with a grant in the Value of \$ 98,946.95 (of a total value of \$ 106,876.95 including cost share) and the Training of trainers for municipal officials on the Development of Municipal Plans.

Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.15 ZUBIN POTOK

In the northern project partner municipalities, such as Zubin Potok, the equivalents of AKT LS infrastructure projects are Quick Impact projects. In this regard through AKT

LS USAID has invested \$ 36,987.95 (of total \$ 39,992.56 project cost including cost share) for the following:

- Supply of equipment for the primary school 'Petar Kočić'
- Supply of equipment for the primary school 'Blagoje Radić'
- Supply of equipment for the kindergarten 'Naše dete'

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 6 CSOs in their projects targeting partner municipalities including activities in Zubin Potok with a total sum of \$263,386.88 USAID funds (as part of the total \$322,937.8 project costs including CSO cost share). The projects are:

- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Establishment of LYAC in Northern Municipalities project, implemented by ACDC
- Capacity building trainings for municipal officials implemented by ForTED
- Drafting of the Local Youth Action Plan in Northern Kosovo implemented by ACDC

As for the AKT LS Business Development Component, \$ 153,172.76 USAID funds were awarded (as part of \$ 210,261.44 total project funds, including cost share) to 19 business grants.

AKT LS supported this municipality with its municipal development component through a Capacity Development Plan project (IT equipment) in the value of \$ 5,645.56 (as part of total project cost of \$ 6,892.81 including municipal cost share). Municipal development is also supported through Local Environmental Action Plans (LEAPs) implemented by the Regional Environmental Centre with a grant in the value of \$ 98,946.95 (of a total value of \$ 106,876.95 including cost share). AKT LS engaged the NGO Kosovo Relief Committee (KRC) for the project Advancement of development policy in the municipality of Zubin Potok with a grant of \$9,995 and implemented the Training of trainers for municipal officials on the Development of Municipal Plans, Transparency in Local Governance and Municipal Property Management.

Component 3 of the program supported the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

2.16 ZVEČAN/ZVEÇAN

In the northern project partner municipalities, such as Zvečan/Zveçan, the equivalents of AKT LS infrastructure projects are Quick Impact projects. In this regard the program has invested \$ 43,500.93 (of total \$ 47,796.24 project cost including cost share) in the following:

- Supply of school equipment for the secondary Polytechnic School
- Supply of IT equipment for the primary school 'Banović Strahinja'
- Supply of equipment for the primary school 'Isa Boletini'
- Supply of equipment for the sport hall in primary school 'Sveti Sava'

In terms of support to and through Civil Society Organizations (CSOs), AKT LS has supported 9 CSOs. with a total sum of \$ 284,129.53 USAID funds (as part of the total \$ 343,683.55 project costs including CSO cost share). The projects are:

- KoSNet Info-sociological economic and cultural TV magazine - implemented by TV Network/TV Mreza
- Strengthening local government capacities and increasing citizens' participation - implemented by PIPS
- Organizational Capacity Building project for of USAID/AKT LS CSO grantees – implemented by ACDC
- Peer 2 peer Learning and Cooperation project – implemented by Democracy for Development (D4D)
- Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership - implemented by Riinvest
- Hidden stories' documentaries implemented by NGO Integra
- Establishment of LYAC in Northern Municipalities project, implemented by ACDC
- Establishing contacts among young people through arts implemented by CEIMS
- Capacity building trainings for municipal officials implemented by ForTED
- Drafting of the Local Youth Action Plan in Northern Kosovo implemented by ACDC
- Zajednicke igre bez granica!, implemented by INSI

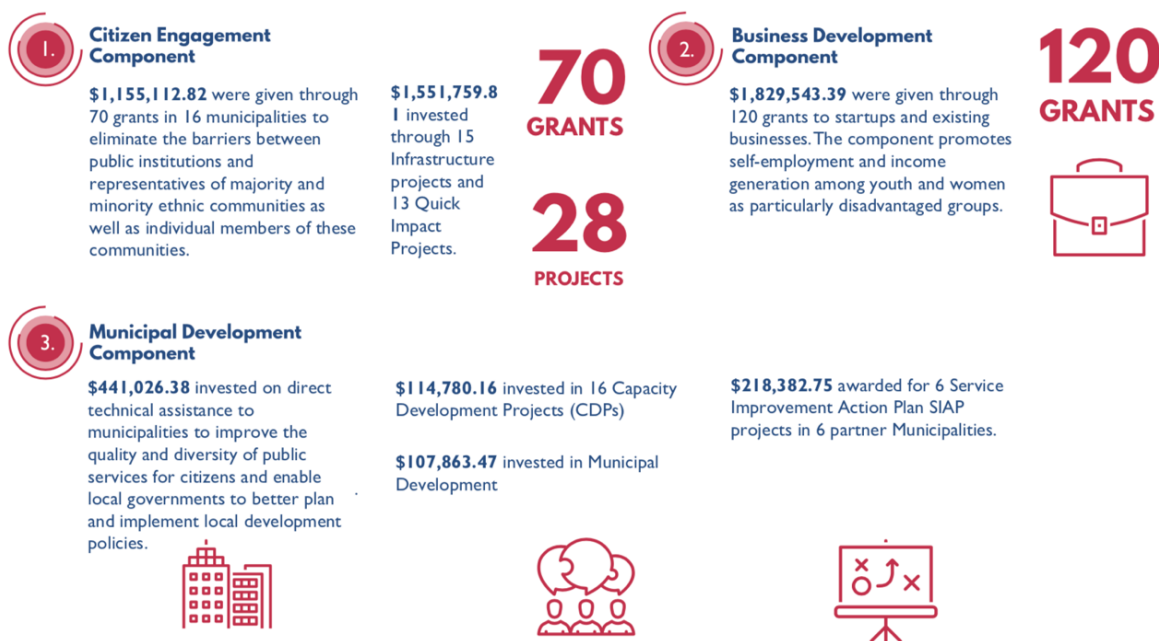
As for the AKT LS Business Development Component, \$80,281.13 USAID funds were awarded (as part of \$91,986.40 total project funds, including cost share) to 9 business grants.

AKT LS supported this municipality with its municipal development component through a Capacity Development Plan project (IT equipment) in the value of \$ 5,358.38 (as part of total project cost of \$ 6,457.28 including municipal cost share). Municipal development is also supported through Local Environmental Action Plans (LEAPs) implemented by Regional Environmental Centre with a grant in the Value of \$ 98,946.95 (of a total value of \$ 106,876.95 including cost share). Furthermore, the program has engaged the NGO Under the Lucky Star (ULS) for the project Transparency- Way to success in the Zvečan/Zveçan Municipality with a grant of \$9,995. The municipality is also supported through the Training of trainers for municipal officials on the Development of Municipal Plans and Municipal Property Management.

Component 3 of the program supports the capacity building activities that are expected to achieve sustainable capacity development of targeted civil servants of partner Municipalities. Together with KIPA and the Ministry of Finance and MLGA, MOCR representatives and other municipal officials are trained for better budgetary planning and development of socio economic plans.

Apart from the numerous activities, the following visually highlights the results and achievements that AKT LS has achieved through the entire lifecycle of the project:

Objectives:



1. Total Value of Grants:

The awarded amount for Business beneficiaries is \$1,829,601.88.
The awarded amount for CSO beneficiaries is \$1,155,112.82.
The awarded amount for 6 Service Improvement Action Plan projects in 6 partner municipalities is \$218,382.75. The total number of beneficiaries is 72,752.
The awarded amount of Capacity Development Projects (CDPs) in 12 partner municipalities is \$114,780.16. The total number of beneficiaries is 288,035.
The awarded amount for 28 Community Initiative Projects is \$1,551,759.81.
Total value of cost share contribution is \$1,216,240.57

2. Total Number of Business Grants:

The total number of awarded grants is 120.

120 GRANTS

3. Direct and Indirect Beneficiaries:

The total number of direct beneficiaries is 10,111 including 5,565 males and 4,546 females.

The total number of indirect beneficiaries is 599,489.

5,565

4,546

4. Total number of Jobs Created:

The number of new jobs created is 431.

431 NEW JOBS

5. Completed Community Initiative Projects:

28 finalized Community Initiative Projects, in 16 respective partner municipalities.

28 PROJECTS

6. Supported Number of CSO Projects:

The total number of awarded CSO grants is 70.

70 GRANTS

AKT LS in 16 Municipalities



Implemented by: **CDF**

3. ACTIVITY IMPLEMENTATION PROGRESS

3.1 Objective 1:

Improve autonomous, horizontal communication between: (a) majority and non-majority communities; and (b) the GoK and non-majority communities

Agreements permits (if needed), and Ongoing Liaison regarding grants for small-scale infrastructure project with Local Government.

Description of the Anticipated Results	
During the entire lifecycle of the AKT LS project, we have managed to complete 15 Small-scale Infrastructure Projects, by engaging the Community representatives from 12 respective Municipalities.	
The total value of the investment on this scope is as following:	
AKT LS Contribution: \$1,243,680 Cost Share: \$527,586 TOTAL: \$1,771,266	
The detailed list of all successfully completed Quick Impact Projects is as the following:	
Name of the Project	Municipality
1. Construction of playground for small football/soccer and parking lot	1. Gračanica/Gračanicë Municipality
2. Construction of multipurpose community center	2. Klokot/Kllokot Municipality
3. Reconstruction and upgrading of the Culture center in Ranilug village	3. Ranilug/Ranillug Municipality
4. Rehabilitation of water supply system in Belo Polje village	4. Pejë/Peç Municipality
5. Rehabilitation of two Plemetin neighborhood roads	5. Obiliq/ Obiliç Municipality
6. Sidewalk construction and streetlight installation from the railroad station to the bridge	6. Vushtrri/Vučitrn Municipality
7. Asphaltting of the main village road	7. Parteš/Partesh Municipality
8. Construction of multipurpose community center	8. Novo Brdo/Novobërdë Municipality
9. Multipurpose building	9. Štrpce/Shtërpçë Municipality
10. Road rehabilitation in Srbobran / Serbobran - Tomance / Tomoc village.	10. Istog/Istok Municipality

11. Construction of school annex in Ponesh Village	11. Gjilan/Gnjilane Municipality
12. Rehabilitation of the village road in Babin Most village	12. Obiliq/ Obilić Municipality
13. Road reparation in Radevo village	13. Gračanica/Graçanicë Municipality
14. Construction of the road from Klinavcë-Gjurgjevik i Vogël village	14. Klinë/Klina Municipality
15. Rehabilitation of the playground in Vrbeštica/Vërbeshticë village	15. Štrpce/Shtërpçë Municipality


Results




Throughout the AKT LS program, a total of 18,741 Kosovo Roma Ashkali and Egyptians, Kosovo Bosniaks and Kosovo Turkish Communities have directly and indirectly benefited through all program components and activities. Through the community initiative projects, the total of 997 beneficiaries include: 543 K-Egyptians, 374 K-Roma, 77 K-Ashkali and 3 K-Bosniaks. While, under the Municipal Development activities, the total of 10,861 beneficiaries include: 5,268 K-Ashkali, 3,622 K-Bosniaks, 1,148 K-Roma, 430 K-Turks, and 393 K-Egyptians

Quick Impact Projects in Northern Municipalities

AKT LS sustained substantive progress in the implementation of Quick Impact Projects in four Northern Municipalities. Apart from the projects in the municipality of Leposavic/q and one project in Zubin Potok/u all projects have been completed and handover ceremony has been organized.



Through Quick Impact projects in the 4 Northern municipalities 215 minority communities have benefitted, namely 70 Bosniaks and 145 Roma. Through the citizen engagement activities, the total of 6,596 beneficiaries includes: 4,100 K-Bosniaks, 1,300 K-Roma, 570 K-Ashkali, 523 K-Turks, and 103 K-Egyptians

Name of the Project	Description/Status Update	Photo
Supply of equipment for IT Lab in the primary school "Branko Radičević" in North Mitrovica.	Completed	

<p>Supply of IT and audio equipment for the primary school “Dositej Obradović” in North Mitrovica.</p>	<p>Completed.</p>	
<p>Supply of equipment for a Sensory Room in the primary/secondary school for special educational needs “Kosovski Božur” in North Mitrovica.</p>	<p>Completed</p>	
<p>Supply of equipment for practical education at the Graphic Department of the secondary Polytechnic School in Zvečan/Zvečan.</p>	<p>Completed</p>	

<p>Supply of IT and sport equipment for the primary school “Banović Strahinja” in Banjska village in Zvečan/Zveçan municipality.</p>	<p>Completed</p>	
<p>Supply of equipment for IT, geography and biology labs in the primary school “Isa Boletini” in Boletin village in Zvečan/Zveçan municipality.</p>	<p>Completed</p>	
<p>Supply of equipment for practical education at the Food Processing Lab of the secondary Agricultural school in Lešak/Leshak village in Leposavić/q municipality.</p>	<p>Completed</p>	

Supply of IT and audio equipment for the primary school “Vuk Karadžić” in Sočanica village in Leposavić/q municipality.	Completed	
Supply of equipment for the kindergarten „Naša radost“ in Leposavić/Leposaviq municipality.	Completed	
Supply of equipment for the primary school “Petar Kočić” in Brnjak/Bërnjak village in Zubin Potok municipality.	Completed	
Supply of equipment for the primary school “Blagoje Radić” in Zupče village in Zubin Potok municipality.	Completed	 

Supply of equipment for the kindergarten "Naše dete" in Zubin Potok.	Completed	
Supply of equipment for sport hall in primary school "Sveti Sava" in Žerovnica/Zherovnicë village in Zvečan/Zveçan municipality	Completed	

Support to small scale advocacy and community network strengthening.

Description of the Anticipated Results

Action Plan for Local Youth Action Councils:

Development of Action Plan for Local Youth Action Councils in Northern Municipalities encompassed a set of activities targeting the identification of youth priorities and the development of Local Youth Action Plans LAP for 4 northern municipalities.

The contract was signed with the Advocacy Centre for Democratic culture for capacity development of four local Youth Action Councils in the North and set of activities geared towards the development of Local Youth Action Plans.

Capacity Building Development for Informal Women Group:

Informal Women Groups in AKT LS target municipalities program entails the implementation of activities identified as priority by IWG in respective municipalities of Gračanica/Gračanicë, Klokot/Klllokot, NovoBrdo/Novobërdë, Parteš/Partesh, Ranilug/Ranillug, Gjiilan/Gnjilane, Štrpce/Shtërpçë, Obiliq/ç, Pejë/Peć, Istog/k, Klinë/a and Vushtrri/Vučitrn.

Throughout the reporting period, the AKT LS has been working with Informal Women Groups to develop project proposals, which would be in line with the AKT LS objectives and which are in line with woman priority on local level.

Enhancing Cooperation between LG and Minority communities:

Enhancing cooperation between LG and minority communities' in AKT LS target municipalities. It was a successfully completed project where a series of activities has been conducted, geared towards enhancing the capacity of community groups and facilitating greater cooperation between LG and community groups in 12 southern AKT LS municipalities.

Civil Society networking between non-majority and majority CSOs in AKT LS target municipalities:

This project has successfully been completed aiming to support the creation of linkages between CSOs from different communities.

Small Scale Inter Ethnic Cultural and Sport Activities.

This project has been implemented by several implementing partners, and at the end they managed to successfully complete it, and meet all the required targets.

Activities	Status
1. All the required activities encompassed within the support to small scale advocacy and community network strengthening scope were successfully completed and in timely manner.	1. Completed

Results

Established 6 Community Forums, furthermore, 40 K-Bosniaks, 25 RAE and 7 K-Turks have directly benefited through the training and advocacy activities. In general, up to date, the total direct and indirect beneficiaries through AKT LS program are: 7,835 K-Bosniaks, 5,940 K-Ashkali, 2,967 K-Roma, 1,039 Egyptians, and 960 K-Turks.

Training on Fundraising and Project Cycle Management.

Description of the Anticipated Results

AKT LS conducted a series of Fundraising for CSOs and Project Cycle Management trainings using in house resources. The Head of Component 1 delivered trainings for CSOs in Gračanica/Gračanicë, Ranilug/Ranillug, Mitrovica north and Vushtrri/Vučitrn municipalities. In total, 32 CSOs have participated in the training sessions.

The AKT LS awarded a grant to Advocacy Centre for Democratic Culture from Mitrovica North in order to conduct a Training for CSOs on Fundraising and another separate training for the Project Cycle Management for AKT LS and AKT US grantees as an integral part of Capacity Development Trainings for CSOs.

Activities	Status
Preparation of training materials / using in house resources	Completed
Organizing 4 training sessions for CSOs (32 CSOs participating)	Completed
Awarding a grant to CSO to conduct further trainings	Completed
Conducting trainings through AKT LS grantee.	Completed

Results

Organizing 8 training sessions for CSOs
(52 CSOs attended from 6 target Municipalities)
Awarded a grant to CSO to conduct further trainings

Small scale advocacy projects targeting Youth Councils.

Description of the Anticipated Results

In relation to the Objective 3 of the AKT LS, the project supported existing Local Youth Action Councils (LYAC) through small scale advocacy projects targeting interest of the youth to be addressed by local authorities. LYACs exist in all municipalities in the South, as municipal platforms for youth engagement in the decision-making processes at varying stages of development. In AKT LS initiation phase, contracted NGO established relationships with LYACs in all target municipalities, ensuring LYAC interest in participating in the AKT LS proposed set of activities. Once buy-in was secured, AKT LS grantee facilitated a set of Community Youth Mapping trainings for youth mapping to LYAC leadership in all 12 target municipalities in the South.

On this particular scope we have successfully accomplished the following training: Training on the policy cycle, advocacy, persuasion, partnership building and participatory approaches for youth engagement.

The training was attended by the representatives of all northern LYACs. 16 LYAC representatives attended the training in total.

The training outcomes were:

LYACs better understanding of the policy cycle, advocacy, persuasion, partnership building and participatory approaches.

LYACs gained the necessary knowledge for undertaking advocacy initiatives. LYACs increased their capacities in order to represent and promote active participation of youth in decision making processes on all levels.

Training on communications and the use of social media in advocacy was organized in Leposavić/q in the Municipal Assembly premises.

12 representatives of LYACs attended the training in total.

The training outcomes were:

LYACs communication techniques and the skills on the use of media for advocacy increased.

LYACs improved their skills for effective communication via internet and social networks.

Additionally, we have completed facilitation of consultative session on the legal fiscal framework for four northern municipalities. The aim of the consultative session was to familiarize LYACs with Kosovo fiscal framework. LYACs representatives evaluated this session as very useful, given the fact that almost all donors now request tax clarification while supporting the projects and awarding grants.

Organized Youth Forum share experiences among LYACs and develop wider insight on youth issues. Forum was attended by LYACs representatives from all four municipalities and relevant bodies as well as CSOs including NGOs Domovik, Aktiv, Link and representatives of the municipal structures such as the director of

the department for youth, culture and sport and members of the Municipal Assembly of Leposavic/q municipality.

Activities	Status
Developed Action Plans for 4 Northern LYAC organizations	Completed
Worked on processing and mapping of LYAC strategic approach with all 16 Target Municipalities	Completed
Cooperation with relevant stakeholders	Completed
Results	
Worked with 16 LYAC groups and successfully completed entailed tasks Managed to equip LYACs with executable Action Plan in 4 Northern Municipalities	

Support to cultural events, and cross-cultural initiatives as well as projects between majority and non-majority CSOs.

Description of the Anticipated Results	
<p><i>Small scale Cultural Events.</i></p> <p>Within the Small-Scale Cultural events we have managed to successfully complete the following projects during the entire lifecycle of the project. It is worth highlighting that a number of expected direct and in-direct beneficiaries exceeded our expectations.</p>	
Projects	Status
1. Multi-ethnic cultural and sports festival" Summertime"	1. Completed
2. Sport association for sport education	2. Completed
3. Intangible Cultural Heritage of Gračanica/Graçanicë Municipality	3. Completed
4. Musical and dancing heritage of Kosovo	4. Completed
5. You too should dance "Kolo"	5. Completed
6. Notes in Time	6. Completed
7. Supporting Youth Cultural Centers and Inter-Ethnic Artist-led Events "Culture - the attribute of life"	7. Completed

8. Shield Festival	8. Completed
9. Establishing contacts among young people through arts	9. Completed
10. Culture - the attribute of life	10. Completed
11. Youth Cultural Centre Leposavić/Leposaviq	11. Completed
Results	
<ul style="list-style-type: none"> - Completed 11 Projects - Engaged over 350 participants - Events were attended by 3,500 participants - Created over 25 sustainable networking between relevant parties - Exceeded all AKT LS PMI targets within this scope 	

Managing exchange programs and internships between more and less experienced NGO staff, to build capacity and cooperation of civil society members

Description of the Anticipated Results

Peer 2 peer Learning and Cooperation Project:

The project concluded all project activities very successfully. All project goals have been attained, including the recruitment of 40 interns and exchange staff, one quarter of whom are Kosovo Albanians and three quarters Kosovo Serbs and other communities, including participants from northern Kosovo. This goal has fully been met, including the fifty percent female representation. Following the internship period, four interns were offered employment with the CSOs where they conducted their internship, one has continued his cooperation with the organization and thanks to the skills gained during his internship he applied for a project for a personal business, while another participant has taken the courage to initiate the process for starting her own NGO; while another participant has continued to work as an external associate of the respective CSO.

The AKT LS grantee compiled the experiences of the participants in a booklet that serves as an inspiring example to all communities. The booklet contains photos and stories shared by the interns. It was printed out and made available at the ceremony.

Strengthening program for Local Youth Action Councils in Kosovo:

Successfully completed all capacity development trainings for Local Youth Action Councils scheduled for this quarter. The trainings have been organized on:

- Organizational Strategies Development
- HumanResource/Management,
- Organizational Communication
- Team & Group Communication and Conflict Management.

Representatives of all 12 Local Youth Councils have participated in the trainings.

Activities	Status
1. All project activities were concluded and successfully	1. Completed

completed within the project timeframe	
1st Year Results	
<ul style="list-style-type: none"> - Placed 40 interns - 6 out of 40 interns were offered a full time job - Organized training and capacity building activities for 12 LYACs in 12 Partner Municipalities. 	

Organizational Development and Management Support

Description of the Anticipated Results

Ensuring integrity of local governments through increased research and monitoring capacities of local CSOs:

The project was successfully completed in regards to the Municipal Expenditure Reports for the municipalities of Gračanica/Gračanicë, Novo Brdo/Novobërdë, Štrpce/Shtërpçë and Gjiilan/Gnjilane.

Strengthening the Watchdog Role of Minority Civil Society Organizations in Kosovo:

Project aim was to do the working on the organization of individual follow up sessions with CSO beneficiaries that have participated in the project on the monitoring and evaluation (M&E) in order to strengthen their ability to effectively monitor, evaluate and advocate for community rights implementation by public authorities. Individual sessions have been organized to follow up on gained skills. In addition, we have produced a handbook on Minority Rights protection on local level, which will be instrumental in the future work of CSO beneficiaries of project activities.

CSO Capacity building on the Management and Administrative Areas:

All project activities within this project scope have successfully been completed, and we have managed to provide the necessary know how on the terms of Management and Administrative areas covering the following topics and fields:

- Planning
- Setting up Administrative system
- Checks and Balances

Training on Fundraising and Project Cycle Management:

Training on Fundraising and Project Management cycle was successfully completed through our Grantee; all entailed activities were completed, and there was a vast number of participants from NGO Sector interested to participate in this training.

Coaching and Mentoring of Grantees:

Throughout the period of project implementation, the AKT LS team has been performing the mentoring and coaching role of grantees. The head of Component 1 has been guiding grantees on USAID's regulations and has provided practical tips for resolving issues that have come up during the implementation of the project, including the provision of inputs to reports and deliverables. The Communications

Specialist worked with grantees not only to ensure adherence with USAID's branding and marking rules but also to provide valuable advice on promotional techniques and visual appearances of deliverables. The AKT LS Monitoring and Evaluation expert guided grantees through the indicator reporting procedure.

Organizational Development and Management Support:

AKT LS had conducted three capacity development trainings for all Local Youth Action Councils in 12 AKT target municipalities; all foreseen activities were successfully completed.

Activities	Status
1. All project activities were concluded and successfully completed within the project timeframe	1. Completed
Results	
- All target indicators were exceeded regarding this area of activities	

3.2 Objective 2:

Improve economic opportunities in target municipalities

Grants for SMEs effectively targeting different business sizes and development levels.

Description of the Anticipated Results

Grants to MSMEs of up to \$6,000 and \$25,000

The details on progress for the Business Grants up to \$25,000 and \$6,000 for the entire lifecycle of the projects, are as follows:

BUSINESS GRANTS UP TO \$25,000:

45 Business Grants within the category of grant threshold of up to \$ 25,000 have been completed in compliance with USAID requirements and regulations. The procurement process has been entirely finished and the delivery of equipment for all beneficiaries within this category has been completed. The main outcome of our intent through this grant scheme was to be able to create new jobs and accelerate as well as improve the quality of their products in order to be able to be competitive on the market. Up to date, our SMEs within this category have created more than 224 jobs and increased their sales in accumulated average for over 20%.

BUSINESS GRANTS UP TO \$6,000:

AKT-LS has managed to finalize the selection of all vendors for purchasing equipment for 71 business grant beneficiaries of RFA12 of up to \$6,000 and the contracts were signed with the companies, three of whom during the 4th quarter. AKT-LS has managed to deliver the equipment for all 71 grant beneficiaries of up to \$6,000. More specifically, the number of new jobs created as the result of our business grants is 119 new workers employed.

Business Grants to SMEs of up to \$100,000 - Private sector/Agricultural project financing business grants as strategic partnership concept

Business Grants on the value of up to \$100,000, with the main focus and aim on private sector companies, cooperatives and partnerships, which jointly came up with the initiative to enhance agricultural or any other sector growth, was published based on the project priorities as required in the Work Plan for Year 2. AKT-LS finalized the procurement procedures for all four grant beneficiaries. Furthermore, the equipment delivery for all four grant beneficiaries was completed. Based on the monitoring and EMMP that has been conducted for the business grant beneficiaries, the outcome of this objective was very good, and the indicators related to the Objective 2 of the AKT-LS project have been achieved and exceeded. More specifically, the number of new workers employed so far as the result of our 4 business grants for this grant scheme is the creation of 88 jobs and the market linkage with local farmers of over 50 local farms benefited as this result.

Activities	Status
1. BUSINESS GRANTS UP TO \$25,000	1. Completed

2. BUSINESS GRANTS UP TO \$6,000	2. Completed
3. Business Grants to SMEs of up to \$100,000 - Private sector/Agricultural project financing business grants as strategic partnership concept	3. Completed
Results	
<ul style="list-style-type: none"> - 71 Business Grants delivered and successfully completed on the value of up to 6,000 \$ resulted with the creation of 119 new jobs - 45 Business Grants delivered and successfully completed on the value of up to 25,000 \$ resulted with the creation of 224 new jobs - 4 Business Grants to SMEs of up to \$100,000 - Private sector/Agricultural project financing business grants as strategic partnership concept - A total of 120 Business Grants created and it resulted with the creation of 431 new jobs 	

Participation of beneficiary businesses in networking events such as conferences, workshops, roundtables.

Description of the Anticipated Results

“Gjilani 2015” trade fair organized by Gjilan municipality on July 2-4, 2015.

The objectives of the fair were in line with the AKT LS Component 2 objectives, focusing on facilitating market linkages between majority and non-majority businesses, promoting SME competitiveness, while at the same time supporting youth entrepreneurship and employability, including women owned-enterprises. A characteristic of this fair was the participation of twenty-six non-majority businesses, including the participation of 5 non-majority businesses from the Eastern part of Kosovo while AKT LS supported the participation of 5 businesses from Northern part of Kosovo.

B2B for SMEs in Gračanica/Gračanicë Municipality:

Advancing Kosovo Together – Local Solutions Program in cooperation with the American Chamber of Commerce organized the multiethnic B2B event where 30 businesses participated, mainly from the sector of food and beverages. This event gathered farmers and small non-majority businesses with major retailers in Kosovo. These meetings resulted in new ideas for partnership and new contracts.

B2B for SMEs in Štrpce/Shtërpçë Municipality:

B2B in Štrpce/Shtërpçë has successfully been completed, where 25 non-majority businesses participated at the event.

B2B for SMEs in Gjilan Municipality:

B2B in Gjilan/Gnjilane Municipality has successfully been completed. We brought over 20 non-majority businesses to this event and managed to obtain signed contracts between participants exceeding the value of sales of 100,000\$.

Put it on Paper Roundtable:

AKT-LS Program facilitated the participation of fourteen (14) company representatives from northern Kosovo who had been invited to take part at this event. The majority of the businesses in the audience were of the Serbian Community. The aim of this roundtable was to inform and discuss with businesses the reforms that are taking place in Kosovo justice system, the importance of written contracts in business transactions, benefits of using Alternative Dispute Resolution (ADR) mechanisms, and the Private Enforcement Agents System. This roundtable provided participants with practical advice when engaging in contractual agreement. Additionally, available options such as Alternative Dispute Resolution (ADR) – Mediation; and developments in procedures for enforcing court judgments were also discussed.

Agricultural and Agro-industrial Products Fair 2016:

From September 28th – October 1st AKT LS facilitated the participation of 5 minority-owned agricultural holdings from northern municipalities at the annual Agricultural and Agro-industrial Products Fair at the Fair Centre in the Shkabaj/Orlović village in Prishtina – Mitrovica highway. The businesses that were selected for the participation are the beneficiaries or candidates for the AKT LS grant scheme in 2015 and 2016. They best represent the agricultural economy in northern Kosovo which mostly consists of beekeeping, low-scale farming and production as well as processing of fruit and vegetables.

General Fair "Pristina 2016" - Kosovo Chamber of Commerce in cooperation with the Government of the Republic of Kosovo organized the International General Fair "Pristina 2016" from 20-23 April 2016. It was held at the Exhibition Centre in the village Bernice - Prishtina, Prishtina – Mitrovica highway. Advancing Kosovo Together-Local Solution (AKT-LS) Program facilitated the participation of five (5) companies from northern Kosovo that had been invited to take part in this event.

Participate in ICT Fairs and Events organized by STIKK – ICT Association

AKT-LS supported 5 non-majority businesses to participate at the conference and paid their membership at STIKK for 1 year. Two of the companies come from Mitrovica North, other two from Leposavić/Leposaviq and one from Istog/Istok. All are non-majority businesses.

Activities	Status
1. Gjilani Fair	1. Completed

2. B2B for SMEs in Gračanica/Gračanicë Municipality	2. Completed
3. B2B for SMEs in Štrpce/Shtërpçë Municipality	3. Completed
4. B2B for SMEs in Gjilan/Gnjilane Municipality	4. Completed
5. Put it on Paper Roundtable:	5. Completed
6. Agricultural and Agro-industrial Products Fair 2016	6. Completed
7. General Fair "Pristina 2016"	7. Completed
8. Participate in ICT Fairs and Events organized by STIKK Association	8. Completed

Results

- "Gjilani 2015" was visited by more than 15,000 visitors, with participating businesses which reported over 1000 contacts made in total as a part of the market linkage process.
- B2B for SMEs in Gračanica/Gračanicë Municipality – attended by 30 SMEs. This event gathered farmers and small non-majority businesses with major retailers in Kosovo. These meetings were expected to result in new ideas for partnerships and possible new contracts.
- B2B for SMEs in Štrpce/Shtërpçë Municipality – attended by 25 non-majority businesses and signed contracts on the total value of over \$ 50,000.
- B2B for SMEs in Gjilan/Gnjilane Municipality – attended by 20 non-majority businesses and managed to have a contract signed between majority and non-majority businesses on the value of \$ 100,000.
- Agricultural and Agro Industrial Products Fair - AKT LS facilitated the participation of 5 minority-owned agricultural holdings from northern municipalities at the annual Agricultural and Agro-industrial Products Fair at the Fair Centre in the Shkabaj/Orlović village in Prishtina – Mitrovica highway. They have been visited by 5,000 visitors and managed to over 20 contracts signed, exceeding the value of 150,000\$.

Trainings on Entrepreneurship Skills.

Description of the Anticipated Results

Tailored made Entrepreneurship:

Training for owner-management of an existing small business. AKT LS completed this project by organizing training at one Partner Municipality in Gjilan/Gnjilane

Municipality, with the course length of 10 days where we have brought 20 existing beneficiaries to go through the eco system of support in all business cycles.

Willingness to start-up a new business:

33 participants were present in the training and the participants' structure in the training was 16 Albanians and 20 Serbs. From the total numbers of 36 applications for the training three did not attend the training regularly. The training courses were designed with the aim of introducing entrepreneurship and writing business plans to the participants. Modules followed in this training were also focused on marketing and finance (balance sheet, income statement, cash flows). Materials used in this training were in Albanian and Serbian.

Access to Finance for MSMEs:

The training on "SME Access to finance" was organized in Northern Municipalities. 23 beneficiaries (owners of SMEs) took part in this training. The aim of this training was to provide small and medium business owners with the tools and techniques to enhance their financial management skills as well as their capacity to secure external finance.

Women in Online Work – WOW:

The objective of WOW Project was to carry out a program on green jobs under the Innovative and Green Growth for Prishtinë/Pristina and Gjiilan/Gnjilane Municipalities. AKT LS committed this support in partnership with USAID Empower Project, to support 50 women residing in Gjiilan/Gnjilane municipality. The aim of this project was to help beneficiaries generate incomes through online work, while testing how the global digital economy could assist in the creation of inclusive and better employment opportunities for un-/underemployed women.

Business Aid Package – Technical Assistance:

The Business Aid Package Project was designed and very successfully completed for the 120 business grant beneficiaries. The project aimed to identify the needs and capacities of the grantees/MSMEs related to marketing & sales, increase capacities to perform marketing activities in the short, medium and long term by developing integrated marketing communication tools for each grantee as well as training the grantees on key marketing and communication concepts and practical approaches, by equipping them with the company websites, company portfolios.

CEED Training on Operations Management:

The aim of participating of AKT-LS beneficiaries at the CEED Process & Operations program/training was an opportunity to gain knowledge from an advanced and interactive program that focuses on strategic management tools and tactical skills required to establish a system that manages operations economically, effectively and efficiently. The program was designed for: entrepreneurs, managers, team leaders, officers, administrators and specialists that are responsible for: operations, purchasing and import, procurement, supply

chain, manufacturing, production, logistics, business & process improvement. This participation of AKT-LS grant beneficiaries at the CEED Process & Operations program/training was foreseen to result in joint business activities, business opportunities and capacity development and skill building.

Activities	Status
1. Tailored made Entrepreneurship Selection of CSOs	1. Completed
2. Willingness to start-up a new business	2. Completed
3. Access to Finance for MSMEs:	3. Completed
4. Women in Online Work – WOW:	4. Completed
5. Business Aid Package – Technical Assistance:	5. Completed
6. CEED Training on Operations Management:	6. Completed
Results	
<ul style="list-style-type: none"> - 120 AKT LS beneficiaries provided tailored business aid package training and they were equipped with full set of communication tools and company portfolios. - 50 women trained with most wanted online job skills, consequently 30 out of 50 obtained short term jobs globally - 33 participants were trained on Fundamentals of Entrepreneurship or Start up business training. - Access to finance training was attended by 23 beneficiaries - Tailored made Entrepreneurship was successfully completed and attended by 20 existing AKT LS beneficiaries. 	

3.3 Objective 3:

Increase the efficiency and capacity of target municipal administrations to respond to all their citizens' needs.

Support the AKT US in Mapping of Needs of LG in 16 municipalities

Description of the Anticipated Results	
Assessment of the Official Municipal Web pages in the four northern municipalities:	
AKT LS managed to assess and thoroughly analyze the needs and its current situation that was present in 4 Northern Municipalities. Moreover, on this scope we have finalized a full Report covering the whole incompliance that 4 Northern Municipalities face with in terms of this matter; such full compliance with Kosovo Municipal website requirements must be met.	
Support to the implementation of the MLGA-designed activities for 16 partner municipalities:	
The workshop on motivating citizens to participate in decision making processes, the purpose of the Analysis was to provide an in-depth overview of capital investments made in accordance with the Government priorities and programs by presenting the scope and trends in planning and implementation of those investments at the local level. The report depicts the performance of the Local Governments on capital investments in the period from 2011 – 2016 and also draws a comparison between the line Ministries and sectors where those investments have been made. The Conference was held in Pristina International Hotel on September 12 th , 2017, with the attendance of 45 participants from Kosovo Municipalities and central level government institutions.	
Activities	Status
1. Final report has been developed, along with required needs to be provided through our program.	1. Completed
1 st Year Results	
<ul style="list-style-type: none">Assessment of the official municipal Web page in four northern municipalities was conductedAssessment Report prepared with the recommendations and requirements listed by the MLGA on Transparency and Outreach of LG administrations.	

Support the efforts of AKT US in developing capacities of LG representatives for more efficient design and provision of services at the local level

Development and Identification as well as the support of some of the technical, infrastructure and other projects that can support the implementation of SIAPs.

Description of the Anticipated Results
The purpose of SIAPs is to serve as an outline of a municipal strategy for the improvement of a specific service as well as the needs assessment for potential

donors and a monitoring tool for the implementation of SIAP related projects which should be in line with the outlined strategy.

Hence AKT developed and successfully completed the following SIAP Projects:

Expansion of Waste Collection Services in Klinë/Klina Municipality

Successfully completed first SIAP project, where the main goal was the Expansion of Waste Collection services in fourteen villages in the Municipality of Klinë/Klina. Advancing Kosovo Together introduced to the municipality of Klinë/Klina the SIAP (Service Improvement Action Plan) methodology to improve the municipal strategic planning and capacity of municipal administration to respond to all their citizens' needs. The project included the purchase and placement of 2000 pcs of solid waste containers of 120 l, over fourteen villages of Klinë/Klina Municipality.

Modernization and Extension of Public Lighting in several parts of the town streets as well as villages within Obiliq/ Obiliç Municipality

The goal of this project was the modernization and expansion of public lighting in several town streets in the municipality of Obiliq/ Obiliç. Advancing Kosovo Together introduced to the municipality of Obiliq/ Obiliç the SIAP (Service Improvement Action Plan) methodology to improve the municipal strategic planning and capacity of municipal administration and respond to all their citizens' needs.

The implementation of this project will increase safety and security, ensure citizens' free movement during the night time-specifically for the children who attend classes in late afternoon sessions, increase quality of public lighting through LED technology, lower electricity consumption and overall municipal public lighting operating cost, and above all, it increased citizens' satisfaction with services and performance of the municipality

Purchasing of folk costumes, equipment and furnishing for the Cultural Centre/House of Culture for Ranilug/Ranillug Municipality:

The main objective of the proposed project was to ensure the purchasing of folk costumes, inventory, equipment and furnishing for the House of Culture which directly affected the social and cultural life of 5.800 inhabitants of Ranilug/Ranillug municipality.

Increasing energy efficiency in the Municipal building, Cultural Center and two schools in Štrpce/Shtërpçë Municipality:

The objective of this project was to equip the heating system with a sequenced pellet powered heating boiler 500-660kW in order to replace a non- operational heating boiler in the designated premise of the cultural center located next to the Municipal building. The current heating system provides heating to both Municipal building and cultural center in Štrpce/Shtërpçë. However, the system efficiently heats only 70 % of the Municipal building and cultural Center. The new boiler is efficiently heating more than 1500 sqm space in the municipality of Zubin Potok and cultural center at the best obtainable cost-effective way and increase the heating capacity of both premises to 100%.

Improvement of traffic mobility and safety through the supply and installation of illuminating panels above the pedestrian crossings and anti-parking vertical barriers within the Vushtrri/Vučitrn Municipality:

The goal of this project was to increase the level of safety at pedestrian crossings and creating conditions for free movement of citizens across sidewalks, lighting through the crossings and the establishment of anti-parking barriers.

Increasing energy efficiency by the installation of LED technology in public lighting in Parteš/Partesh Municipality:

The goal of this project was to increase energy efficiency in the municipality of Parteš/Partesh by implementing some of the priorities identified by the Municipal Energy Efficiency Plan (MEEP). The project was successfully implemented in the main streets of Parteš/Partesh, Donja Budriga/Budrigë e Poshtme and Pasjane/Pasjan.

Activities	Status
1. Klinë/Klina Municipality SIAP Project	1. Completed
2. Obiliq/ Obiliç Municipality SIAP Project	2. Completed
3. Ranilug/Ranillug Municipality SIAP Project	3. Completed
4. Štrpce/Shtërpçë Municipality SIAP Project	4. Completed
5. Vushtrri/Vučitrn Municipality SIAP Project	5. Completed
6. Parteš/Partesh Municipality SIAP Project	6. Completed
Results	
<ul style="list-style-type: none"> - Klinë/Klina Municipality SIAP Project – direct beneficiaries are 11,148 habitants - Obiliq/ Obiliç Municipality SIAP Project – direct beneficiaries are 21,549 habitants - Ranilug/Ranillug Municipality SIAP Project - direct beneficiaries are over 1000 habitants - Štrpce/Shtërpçë Municipality SIAP Project – direct beneficiaries are 1,066 habitants - Vushtrri/Vučitrn Municipality SIAP Project – direct beneficiaries are 27,272 habitants - Parteš/Partesh Municipality SIAP Project – direct beneficiaries are 5,917 habitants 	

Providing tailor-made capacity building trainings and capacity building:

Description of the Anticipated Results

Strengthening local government capacities and increasing citizens' participation:

The project's main goal was to enhance the quality of governance and transparency in AKT LS target municipalities, through capacity building of civil servants and direct technical assistance. These activities have resulted in tailored capacity building to 121 trained municipal officials of 16 AKT LS target municipalities. With regards to the direct technical assistance component foreseen by the project, PIPS launched a call for direct support where 16 target municipalities had the opportunity to apply for five direct support grants with the objectives (1) to strengthen the Municipal Information Offices; and, (2) to improve the communication between citizens and municipal government. The total cost of this project was \$138,528, whereby over 70% of the funds was invested by USAID through the AKT-LS program.

Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership:

The project was successfully completed, and the aim of the project was to encourage municipalities to establish partnerships and regional networks in order to address issues of common concern, consolidate and improve good governance standards, and develop new approaches to current and future challenges in local governance.

Specific objectives of the project were to identify new opportunities for cooperation between new minority municipalities and existing municipalities, improve inter-municipal cooperation and communication as well as exchange, share and promote cross municipal initiatives, and encourage municipalities to identify and meet their own development needs.

Support to Municipalities on developing Municipal Socio-Economic Development Plans:

AKT LS completed the development of the Local Socio-economic Development Strategies 2017-2021 in partnership with the municipal Working groups of the Municipalities of Gračanica/Gračanicë, Štrpce/Shtërpçë, Gjiilan/Gnjilane and Obiliq/Obilić.

The final versions of the documents were sent to the four targeted Municipalities, AKT LS received confirmation from each of the four Local Governments that benefited from this project that the Development Strategies were in line with the municipal needs and that the Municipalities were satisfied with the quality of received documents and approved by respective Municipal Assemblies from 4 Partner Municipalities.

Capacity building training for IT Officers of North Mitrovica Municipal Public Information Office:

AKT LS provided direct assistance to the North Mitrovica, where local

STTA were hired to help the Municipality enrich the content of their official website, restructure the official website and train on how to write and capture interesting articles relevant to the Municipal interests and scope.

Local Environmental Action Plans (LEAPs) for Sustainability in Kosovo for 4 Northern Municipalities:

The goal of this project was to promote better life quality for citizens especially for the poor and the marginalized groups; initiate economic activities with the implementation of environmental projects that would lead towards the improvement of sustainable living conditions in 4 North Municipalities of Kosovo. We have managed to successfully develop the LEAP Plans for all 4 Northern Municipalities in compliance with Kosovo legislation, and most importantly all 4 Plans from all 4 Municipalities were approved by their Municipal Assemblies.

Improving Own Source Revenue collection in partner municipalities

We have created a very successful Public Awareness Campaign for increasing the collection of municipal Own Source Revenues - Property Tax Collection, in line with a new LAW No.05/L-043 ON PUBLIC DEBT FORGIVENESS. Our campaign was very visible in all 16 Partner Municipalities, through Billboards and posters and other promotional materials that raised citizens' awareness on this campaign.

Real Property Mass Valuation Training Program:

The purpose of the trainings was to build the capacity of Property Tax Offices in 12 partner municipalities through the provision of capacity building training on real property mass valuation and re-valuation process and techniques used for establishing the real property market values for taxation purpose. The data on real property in Kosovo have not been updated for years and therefore they do not reflect the real market value. This affects the efficiency of taxation practices and the property market development. For that reason, it was of great importance that the Municipal Property Tax Officers obtain required knowledge and skills for the mass re-assessment (valuation) of the real property (buildings) based on both the physical mapping technique and the application of GIS (Geographic Information System) technology.

Activities	Status
1. Strengthening local government capacities and increasing citizens' participation	1. Completed
2. Strengthen Strategic Development and Cross Municipal/Community Cooperation and Partnership	2. Completed
3. Support to Municipalities on developing Municipal Socio-Economic Development Plans	3. Completed
4. Capacity building training for IT Officers of North Mitrovica Municipal Public Information Office	4. Completed
5. Local Environmental Action Plans (LEAPs) for Sustainability in Kosovo for 4 Northern Municipalities:	5. Completed
6. Improving Own Source Revenue collection in partner municipalities	6. Completed
7. Real Property Mass Valuation Training Program:	7. Completed
Results	
<ul style="list-style-type: none"> - Organized over 30 trainings for Municipal Officials - Over 100 Municipal officials attended our workshops and trainings - 7 Projects successfully completed for 16 Partner Municipalities - All PMI relevant indicators were exceeded during the lifecycle of this project. 	

Support and Development of Capacity Development Plans – CDP's

Description of the Anticipated Results

NORTH MITROVICA – E-kiosk:

AKT LS successfully completed the project on supporting the municipal Capacity Development Plan (CDP) in North Mitrovica. The Project is related to the installation of an e-Kiosk for the Department of Public Administration. The e-Kiosk is greatly used by habitants for issuing extracts of Civil Status Certificates to all citizens of North Mitrovica and other northern municipalities who have already been registered in the central Civil Status Database.

ZUBIN POTOK – IT Infrastructure Project:

The purpose of this project was to increase the efficiency of Zubin Potok municipal administration through the improvement and refurbishment of IT network in the municipal building that would enable digital connection between municipal departments. The project included the installment of a multifunctional printing/copying/scanning device that will improve the performance and operational capacity of municipal administration.

LEPOSAVIC/LEPOSAVIQ – IT Equipment:

The goal of this project is to increase the efficiency of Leposavić/Leposaviq municipal administration by installing IT equipment that enables advanced performance in administrative work and ensures full technical operability and reliable performance capacity.

ISTOG/ISTOK – E-kiosk:

The goal of this project was to increase the efficiency of municipal administration through the provision of basic e-services. Birth certificates, birth extracts, citizenship certificates, and marriage certificates will be obtained through e-services throughout the day. This service is greatly used by all habitants.

GRACANICA/GRACANICE – E-kiosk:

The goal of this project was to increase the efficiency of municipal administration through the provision of basic e-services. Birth certificates, birth extracts, citizenship certificates, and marriage certificates will be obtained through e-services throughout the day. The citizens of Gracanica Municipality are very satisfied with 24/7 services and the simple access and use of services.

NOVO BRDO/NOVOBĚRDĚ - Community multipurpose building in Koteriste/Koretishte:

The goal of this project was to increase the efficiency of municipal administration through the provision of equipment that will improve conditions for cultural and social events in respective municipality of Novo Brdo/Novobërdë. Cultural and social events are now being organized on regular basis in the premises of the newly constructed multipurpose building funded by USAID through AKT-LS Program.

GJILAN/GNJILANE – E-kiosk Project:

The goal of this project was to increase the efficiency of municipal administration through the provision of basic e-services. Birth certificates, birth extracts, citizenship certificates, and marriage certificates will be obtained through e-services throughout

the day. The citizens of Gjilan/Gnjilane Municipality are very satisfied with 24/7 services and the simple access and use of services.

ZVEČAN/ZVEÇAN – IT Equipment:

The goal of this project was to increase the efficiency of Zvečan/Zveçan Municipality in the area of service provision through a direct support to operational capacity development of the Mayor's Office, Directorate of Urban Planning and Municipal Inspections Department. By improving the capacity of these municipal offices to respond to the needs of all citizens, the project increased the overall citizen satisfaction with municipal service provision.

ZVEČAN/ZVEÇAN - Increasing Technical Capacity of Municipal Administration in the municipality of Zvečan/Zveçan

The goal of this project was to increase the efficiency of Zvečan/Zveçan Municipality in the area of service provision through a direct support in improvement of its technological capacity and IT infrastructure. The project was intended for the general municipal Administration as well as the Directorates of Urbanism, Cadaster and Geodesy, Agriculture, Health, Education and Human Resources Office.

LEPOSAVIĆ/LEPOSAVIQ - Increasing the Efficiency of Municipal Administration in the Municipality of Leposavić/Leposaviq through Supply of IT equipment

The equipment that was supplied through this project was intended primarily for the Directorate of Infrastructure and Urbanism being one of the most important departments within municipal administration, responsible for planning and development of infrastructure projects. The project aimed at improving the efficiency of other municipal departments, namely, the Directorate for Cadaster and Geodesy, Directorate for Social Welfare, Local Community Office and IT Section through installation of equipment that enabled their interlinking through a LAN network and more efficient processing and sharing of working documents.

ZUBIN POTOK - Improving the Capacity and Efficiency of the Project Unit of the Directorate of Urbanism in Zubin Potok/ Municipality

The purpose of this project was to improve the capacity of the Project Unit of the municipal Directorate of Urbanism and the capacity of the municipal IT section through supply of high-performance IT equipment that enables more efficient service provision and optimal functioning of the IT section upgraded within the previous USAID/AKT LS-supported project.

OBILIQ/OBILIC – E-kiosk:

The goal of this project was to increase the efficiency of municipal administration through the provision of basic e-services. Birth certificates, birth extracts, citizenship certificates, and marriage certificates will be obtained through e-services throughout the day. Citizens of Obiliq/c Municipality are very satisfied with 24/7 services and the simple access and use of services.

NORTH MITROVICA - Improving the Efficiency of the Directorate of Urbanism, Cadaster and Geodesy of the Municipality of North Mitrovica

The goal of this project was to increase the capacity of the Directorate of Urbanism, Cadaster and Geodesy through supply of high-performance IT equipment that

enables more efficient service provision and optimal functioning of this directorate and other municipal departments using the same equipment in their daily work.

VUSHTRRI/VUČITRN - IT Equipment:

The purpose of this project was to improve the capacity of the Project Unit of the municipal Directorate of Urbanism and the capacity of the municipal IT section through supply of high-performance IT equipment that enables more efficient service provision and optimal functioning of the IT section upgraded within the previous USAID/AKT LS-supported project.

KLOKOT/KLLOKOT - IT Equipment:

The purpose of this project was to improve the capacity of the Project Unit of the municipal Directorate of Urbanism and the capacity of the municipal IT section through supply of high-performance IT equipment that enables more efficient service provision and optimal functioning of the IT section upgraded within the previous USAID/AKT LS-supported project.

KLINË/KLINA - IT Equipment:

The purpose of this project was to improve the capacity of the Project Unit of the municipal Directorate of Urbanism and the capacity of the municipal IT section through supply of high-performance IT equipment that enables more efficient service provision and optimal functioning of the IT section upgraded within the previous USAID/AKT LS-supported project.

Activities	Status
1. NORTH MITROVICA – E-kiosk	1. Completed
2. ZUBIN POTOK – IT Infrastructure Project	2. Completed
3. LEPOSAVIC/LEPOSAVIQ – IT EQUIPMENT:	3. Completed
4. ISTOG/ISTOK – E-kiosk:	4. Completed
5. GRACANICA/GRACANICE – E-kiosk:	5. Completed
6. NOVO BRDO/NOVOBËRDË - Community multipurpose building in Koteriste/Koretishte:	6. Completed
7. GJILAN/GNJILANE – E-kiosk Project:	7. Completed
8. ZVEČAN/ZVEÇAN – IT equipment:	8. Completed
9. ZVEČAN/ZVEÇAN – Increasing Technical Capacity	9. Completed
10. LEPOSAVIĆ/LEPOSAVIQ – IT Equipment	10. Completed
11. ZUBIN POTOK – Capacity Building	11. Completed

12.OBILIQ/OBILIC – E-kiosk Project:	12. Completed
13.NORTH MITROVICA - Capacity Building	13. Completed
14.VUSHTRRI/VUČITRN – IT Equipment	14. Completed
15.KLOKOT/KLLOKOT - IT Equipment	15. Completed
16.KLINË/KLINA – IT Equipment	16. Completed

Results

1. NORTH MITROVICA – E-kiosk – number of direct beneficiaries is 28,880 habitants
2. ZUBIN POTOK – IT Infrastructure Project – number of direct beneficiaries is 14,900 habitants
3. LEPOSAVIC/LEPOSAVIQ – IT EQUIPMENT – number of direct beneficiaries is 18,621 habitants
4. ISTOG/ISTOK – E-kiosk – number of direct beneficiaries is 39,289 habitants
5. GRACANICA/GRACANICE – E-kiosk – number of direct beneficiaries is 25,000 habitants
6. NOVO BRDO/NOVOBËRDË - Supply and equipping Community multipurpose building in Koteriste/Koretishte – number of direct beneficiaries is 1,500 habitants
7. GJILAN/GNJILANE – E-kiosk Project – number of direct beneficiaries is 5,000 beneficiaries
8. ZVECAN/ZVECAN – Supply and Installation of IT Equipment – 16650 direct and indirect beneficiaries
9. ZVECAN/ZVECAN - Increasing Technical Capacity of Municipal Administration – 16650 direct and indirect beneficiaries
- 10.LEPOSAVIC/LEPOSAVIQ - Increasing the Efficiency of Municipal Administration 18,621 direct and indirect beneficiaries
- 11.ZUBIN POTOK - Improving the Capacity and Efficiency for Urbanism Department - 14,900 direct and indirect beneficiaries

12. OBILIQ/OBILIC – E-kiosk Project – number of direct beneficiaries is 21,549 habitants.
13. NORTH MITROVICA - Improving the Efficiency of the Directorate of Urbanism, Cadaster and Geodesy of the Municipality of North Mitrovica - 29,460 direct beneficiaries
14. VUSHTRRI/VUČITRN - Increasing the Efficiency of Municipal Administration - 69,870 direct beneficiaries
15. KLOKOT/KLLOKOT - Increasing the Efficiency of Municipal Administration - 2,500 direct beneficiaries
16. KLINË/KLINA - Increasing the Efficiency of Municipal Administration - 38,496 direct beneficiaries

3.4 PMP Update

Throughout all 4 years of the program implementation, the M&E Officer has filed the M&E data for all existing grantees, while the major work-load in day-to-day activities consisted of assisting grantees in their reporting and filing.

During the first year of the AKT LS program the M&E expert developed the monitoring framework, procedures and forms for evaluating the achievements and results of the program. The review of indicators was initialized, and it brought the program results for the entire duration of the program to a more realistic and achievable level. The targets were set for all performance indicators on an annual basis except the targets for indicators 1.6 and 3.2 that were set once the baseline data was collected. One of the main activities in terms of M&E with regard to measuring the indicators 1.6 and 3.2 has been the design and implementation of the baseline survey with citizens in 16 targeted municipalities. This survey was repeated at the end of the second year (mid-line assessment) and at the end of the third year (end-line assessment). The targets for both indicators have been met and exceeded each year. The target for indicator 1.6 was met, while the target for indicator 3.2 was exceeded by 2.3%.

The results of the assessment of all program indicators throughout the last 3 years of program implementation have shown that all targets have been met and exceeded. AKT LS program has achieved successful results through better utilization of the resources in projects which were identified as priority and necessary for all communities in 16 municipalities covered by the program. Moreover, there was a great cooperation with all partners involved, all projects were successfully finished, and targets were met and exceeded. The latter was also greatly achieved by establishing a collaborative environment through grants given to CSO's that organized many cultural and sport activities, study visits, common exchange projects etc., and through the establishment of the community forums, AKT LS identified real needs of the

communities for better problem targeting and solving. The program achieved successful results in terms of assisting Micro Small and Medium Enterprises (MSMEs) in business growth, development and integration to larger markets through business grants, market linkage activities and capacity development training. Through activities focused on public service improvement, municipal capacity enhancement as well as local environmental planning and strategies, the indicators have shown successful results at municipal development and improvement of administration and public services.

The main achievements of the program are as follows:

- 70 grants have been awarded to CSOs. Through these projects AKT LS promoted and supported majority and minority communities through cultural activities, capacity development, strengthening the role of minority civil society organizations, increase the quality of governance and services, participation of women and youth in advocacy and decision making, etc.
- A total of 902 events and activities have been facilitated by the program targeting interethnic understanding and conflict mitigation between ethnic groups, (exceeding the foreseen number of events and activities by 9 times), including 266 activities jointly implemented by majority-minority organizations. A significant part of all grants awarded by the program have had multiple events, thus resulting in considerable surpassing of anticipated targets. *(Indicator 1.1 and 1.3)*
- The total number of direct beneficiaries is 10,111 including 5,565 males and 4,546 females, while the total number of indirect beneficiaries is 609,498. AKT LS has exceeded the target of 2,500 direct beneficiaries and the target of 130,000 indirect beneficiaries. The inclusion of traditionally marginalized ethnic minority groups is 811, the foreseen target of this indicator has been exceeded by 311. The increase in the number of events is also considered to be the primary reason for the significant exceeding of the targets set forth for these indicators. *(Indicators 1.2a, 1.2b and 1.5).*
- AKT LS established 20 community forums in 12 partner municipalities, where 15 community initiative projects were identified in 12 respective municipalities and all of them have been successfully completed. These projects have tackled various infrastructure improvements such as street lighting and sidewalks, local and rural roads, water supply system, multipurpose community center, etc., which have greatly improved the quality of life of 25,626 community members who have benefited from these projects. *(Indicator 1.4)*
- In the 4 Northern municipalities, in close coordination with USAID, the infrastructure projects have been substituted with Quick Impact Projects. 20 community needs assessment meetings were conducted in the 4 Northern municipalities with teachers and parents' councils to identify the immediate needs for Quick Impact Projects. As a result, 13 Quick Impact Projects have been completed in 11 schools and 2 kindergartens in 4 Northern municipalities. Through these projects AKT LS contributed to the improvement of the quality

of education. The total number of students who have benefited is 2,555. The substitution of infrastructure projects (in the 4 Northern municipalities) with Quick Impact Projects has also led to an increase in the total number of projects funded under this grant component. In addition to the 15 purely infrastructure projects, 13 Quick Impact Projects (instead of 4 infrastructure projects foreseen for the Northern municipalities), have led to an increase in the number of beneficiary communities from 18 to 28 (*Indicator 1.4*).

- 120 business grants have been awarded to start-ups and existing businesses, to support them in their growth and development (71 business grants up to \$6,000, 45 business grants up to \$25,000 and 4 business grants up to \$100,000). As a result of USAID assistance, these businesses have managed to create 431 new jobs. The program has exceeded this target by 211 (220 foreseen in the beginning of the program). One of the reasons for this increase has been the award of 4 larger grants (up to \$100,000 each) to larger companies (which was not initially foreseen), which have reported high employment figures. Aside from this, most of the business beneficiaries, have reported higher employment rates than initially anticipated. Many of the businesses started producing more, after receiving AKT LS's grant, which brought the need for a bigger team and the opportunity for expanding which consequently needed more employees. (*Indicator 2.3*)
- AKT LS supported 313 entrepreneurs with trainings and market linkage activities including participation at 6 B2B events, 4 fairs and 1 conference. The foreseen target of this indicator has been exceeded by 93 (220 in the beginning of the program). (*Indicator 2.1*)
- Through objective 3, AKT LS has managed to train 693 municipal officials, exceeding the target of 380. The AKT LS team, in cooperation with all respective municipalities have researched, developed and recommended a broad range of training opportunities using local resources. The officials' needs assessment was always performed at the end of activities, to further define the needs. The results played an important role in the engagement of local municipalities to further invest in capacity building, which was made possible through the cooperation between them and the efficient planning of the AKT LS program. The use of local experts for most of the technical assistance activities, has enabled high efficiency and exceeding of foreseen targets. Furthermore, a fair portion of CSOs within their grants, have had capacity development activities, thus further increasing the number of beneficiaries for this target indicator. (*Indicator 3.3*)
- 1,287 citizens have been included in the budget hearings in targeted municipalities, exceeding the target of 600. The foreseen number in the beginning of the project came as a result of the municipal assessment conducted in the 1st year of the program implementation. The report showed that citizens did not demonstrate a high interest in participating in public hearings, because there was a lack of publicity and dissemination of the

information related to the schedules; lack of access etc. This gave the program team a push to invest more on organizing them in more remote areas, where access to information is difficult and also, to reach the people by holding informational sessions in smaller communities/villages – apart from the big cities only. (*Indicator 3.4*)

For more details on progress, please see the PMP table for each year.

3.5 Encountered Challenges

AKT-LS faced some substantial Project challenges. The main challenges that characterized the entire lifecycle of the project, are as follows:

Vacant Key Lead Position

AKT-LS initially faced some crucial challenges on terms of key staff, initially the COP position was covered for 6 months by CDF Executive Director, and the two other crucial Leading Positions were vacant, the position of Head Business Development Component, which was partially filled by the AKT-LS CoP. Only during the 4th Quarter the team got settled on terms of the Key Leading staff positions.

Community Initiative Projects – Verification Process:

With regards to the selection process and whether the target groups represent the actual needs of the entire community, AKT LS designed another verification process, for all identified Small Scale Infrastructure Projects, meaning we had to organize Public Debate in 5 Municipalities. As far as Gračanica/Graçanicë is concerned, we organized a Small Scale Infrastructure Project” Construction of playground for small football/soccer and accompanying facilities in Laplje Selo/Llapnasellë” and we conducted House Hold Survey as well as the Random on site visits.

Re-Identification of the Community Initiative Projects:

Identification Process of the Small-Scale Infrastructure projects in some municipalities is taking longer than expected, especially in the Western part of Kosovo, where the minorities are geographically spread around and consequently it is very complex to identify a common community project that might fulfill all community needs.

Municipal Required Responsiveness

AKT LS faced challenges when it comes to the community identification projects and municipal commitment is required towards the identified community initiative projects. AKT LS took very proactive role to overcome this challenge and continue the implementation of the foreseen projects with the responsible persons.

Business Environment on the targeted Municipalities:

Businesses from the target communities are generally very small and they operate under very old and incomprehensive business models. On the other side the majority of the businesses have some rigorous business requirements on terms of quality and quantity when it comes to business to business relations. Therefore, our program should focus more on improving the specific business needs of the minority businesses in order to match and meet the competitive market requirements.

3.6 Lessons Learned - Best Practices and other findings per each Associate

AKT LS through the years of implementation of the AKT LS activity, learned that some parts including some of the activities could be implemented in a better tactic and different implementation path, the following accentuates we would like to highlight as an area of lessons learned and best practices.

Inception Plan:

As a fundamental part of the project phase, AKT LS could refine in a future the brainstorming part and documenting the project scope and identification of major beneficiaries and simplifying the kick off part of the project and visioning the requirements and key features and main constraints of the AKT LS activity and including the initial risk assessment document in order to pass the initial project milestones.

Partner Collaboration:

With regard to the implementing partners collaboration in terms of successful project implementation, in our future projects on which involves partnership of more than two partners, we would strongly encourage and recommend creating a project collaborative tool effort the team focus in the right direction toward our project goal.

Community Engagement:

With regard to the community engagement part, as integral part of the AKT LS activity, and having a critical role in our project as one of the main beneficiaries the field work and meetings could be done more consultative way by public participation in a larger number as one process of involving large number of community members. In the scale of completed community initiative projects, we could recreate in a future the involvement process of community members, by ensuring larger number of community members in some certain community initiative projects.

3.7 Recommendations for future programing

Given our extensive involvement on the level of minority inclusion we would recommend the following areas for future programming:

Effectiveness and Sustainability of Community Involvement Approaches

In order to include sizeable number of community participants within the selected partner municipalities, the future programing should include the work with community members and increasing their public participation toward the identification and implementation of community need in order to improve their living standards and gain critical living conditions, on which in some partner municipalities it is noticeable that they still do lack of.

Inclusive development of minority groups

An inclusive development approach ensures that all people are included and can participate fully in and benefit from development efforts, on this tone we would

strongly recommend for a future programming to continue designing a program that might include some scope main elements of this project but most importantly shaping with local context conditions that currently our Partner Municipalities are.

Capacity Strengthening of Local Partner Municipalities:

The lack of leadership, management and technical skills and knowledge within government as a whole, and local government in particular, is seriously affecting governance. Although, there has been through our initiatives and programs to address these issues, many municipalities especially Northern Municipalities, they still face

many challenges in terms of their skills and capacity. In light of the above, it is considered essential to strengthen the coordination of capacity building initiatives directed at local government in partnership with key stakeholders within the design of the future programming.

CROSSCUTTING ACTIVITIES

COMMUNICATION AND OUTREACH

Throughout all AKT LS years of implementation, the communication department has been engaged in a number of activities with the aim of establishing all necessary channels for promoting the program and informing the target audience on the developments within all the departments of the program. The team established communication channels and used them to achieve optimal results as well as reach as much target audience as possible. This section serves as a summary of all the communication activities that have been conducted during these years along with the results they have generated.

ESTABLISHMENT OF COMMUNICATION CHANNELS

Since the outset of AKT – LS program all promotional materials were designed in cooperation with AKT – US program and the USAID communications team, whereas the main items that were to be used for the initial phase of the program (such as pens, business cards, banners, leaflets, notebooks etc.) have been approved by USAID and later on printed. In addition, the AKT-LS official web page was developed and launched with in-house resources, while coordination meetings were conducted with AKT – US communications counterpart in order to align the visibility and outreach activities. Furthermore, a joint visibility strategy has been drafted in order to achieve desired results with regards to visibility and outreach of AKT program.



Photo 1. AKT LS Promotional material

Upon the request of the USAID Communication team, the program designed an infographic with the most important information on AKT LS. The team made sure that the program's infographic was always up to date. The Infographics were used by the USAID team to show the program's success in all presentations made in 2017-2018.



aims at fostering positive and constructive inter-ethnic communication and is focused in opportunities to get people thinking, talking and engaging with members of other communities.

Component	Grants	Total Investment	Projects	Impact
1. Citizen Engagement Component	70	\$1,155,112.82	28	Invested through 15 Infrastructure projects and 13 Quick Impact Projects. \$1,155,112.82 were given through 70 grants in 16 municipalities to eliminate the barriers between public institutions and representatives of majority and minority ethnic communities as well as individual members of these communities.
2. Business Development Component	120	\$1,829,543.39	-	Invested through 120 grants to startups and existing businesses. The component promotes self-employment and income generation among youth and women as particularly disadvantaged groups.
3. Municipal Development Component	-	\$1,114,780.16	6	Invested on direct technical assistance to municipalities to improve the quality and diversity of public services for citizens and enable local governments to better plan and implement local development policies. \$114,780.16 Invested in 16 Capacity Development Projects (CDPs). \$107,863.47 Invested in Municipal Development. \$218,382.75 awarded for 6 Service Improvement Action Plan SIAP projects in 6 partner Municipalities.

The awarded amount for Business beneficiaries is \$1,859,601.99.
The awarded amount for CSO beneficiaries is \$1,155,112.92.
The awarded amount for 6 Service Improvement Action Plan projects in 6 partner municipalities is \$218,298.75. The total number of beneficiaries is 70,739.
The awarded amount for Capacity Development Projects (CDPs) in 10 partner municipalities is \$114,790.14. The total number of beneficiaries is 686,035.
The awarded amount for 28 Community Initiative Projects is \$1,331,739.81.
Total value of cost share contribution is \$1,216,040.57

Implemented by: **CDF**

Implemented by:



During the 3rd year of the program's implementation, the Communications team has been heavily engaged in creating a concept and producing a program documentary as well as a catalogue for the program. The materials were thought to serve as a testimonial of 4 years of hard work. The shooting of the documentary was outsourced

and it was screened at the AKT LS Closing Ceremony. It featured footage and interviews capturing the achievements and the real impact of the program in the lives of the beneficiaries/communities. A particular focus was placed on identifying individual stories of people whose lives have been impacted by the program's support. The documentary also captured the inter-ethnic dimension and the integration of minority communities in the Kosovo system and it included interviews with beneficiaries, program managers, experts and officials from institutions that worked with AKT LS.

Except for the Full Documentary, which is published in the USAID Kosovo YouTube channel – the program prepared 3 short videos which were shown on 4 Local Tv-stations (RTV21, KTV, TV Miri, within a period of 1 month as well as published on Social Media pages.

The full AKT LS documentary can be watched in the link below:

[Advancing Kosovo Together - Local Solution Final Documentary/USAID Kosovo](#)

<https://youtu.be/l4GtYdd2nYE>

The short video teasers were published on CDF Facebook page and TV:



Photo 3. AKT LS Documentary on Local TV

AKT LS program's activity catalogue contains information on the program and its beneficiaries including all 3 components (grants/projects implemented). After the approval by the USAID, the text was translated and proofread in 3 languages: Albanian, Serbian and English and sent for printing. The catalogue was presented at the final AKT LS ceremony.



Photo 4. AKT LS Program Activity Catalogue

WEB PAGE AND SOCIAL MEDIA

The main communication channel used during the implementation of the program was the official website of the program, where all promotion materials were published along with various announcements such as RFAs, RFPs, launch of events and job opportunities/vacancies. Various news articles have also been published featuring agreement signing ceremonies, info sessions and trainings. Moreover, the project team has been sharing all the above mentioned information regarding the developments within AKT program using multipliers, such as social media and websites of project partners (AKTIV and CPT) as well as USAID Facebook page and official websites of target municipalities to effectively disseminate information to a broad audience. It is worth mentioning that the websites and social media of CPT and AKTIV are followed largely by Serbian community from all Kosovo municipalities. With regards to measuring the traffic and visits in the AKT-LS official website, the program always used Google Analytics.

During the 1st year of implementation, 12,209 visits were made on AKT-LS official website with 35,802 page views during the period October 01, 2014 – September 30, 2015 which also corresponded with AKT-LS activities for this period.

During the 2nd year of implementation, 12,053 visits were made on AKT-LS official website with 37,085 page views during the period October 01, 2015 – September 30, 2016. The increased number of page visits in 2015-2016 was induced by a number of factors, such as RFAs, job opportunities and other ads.

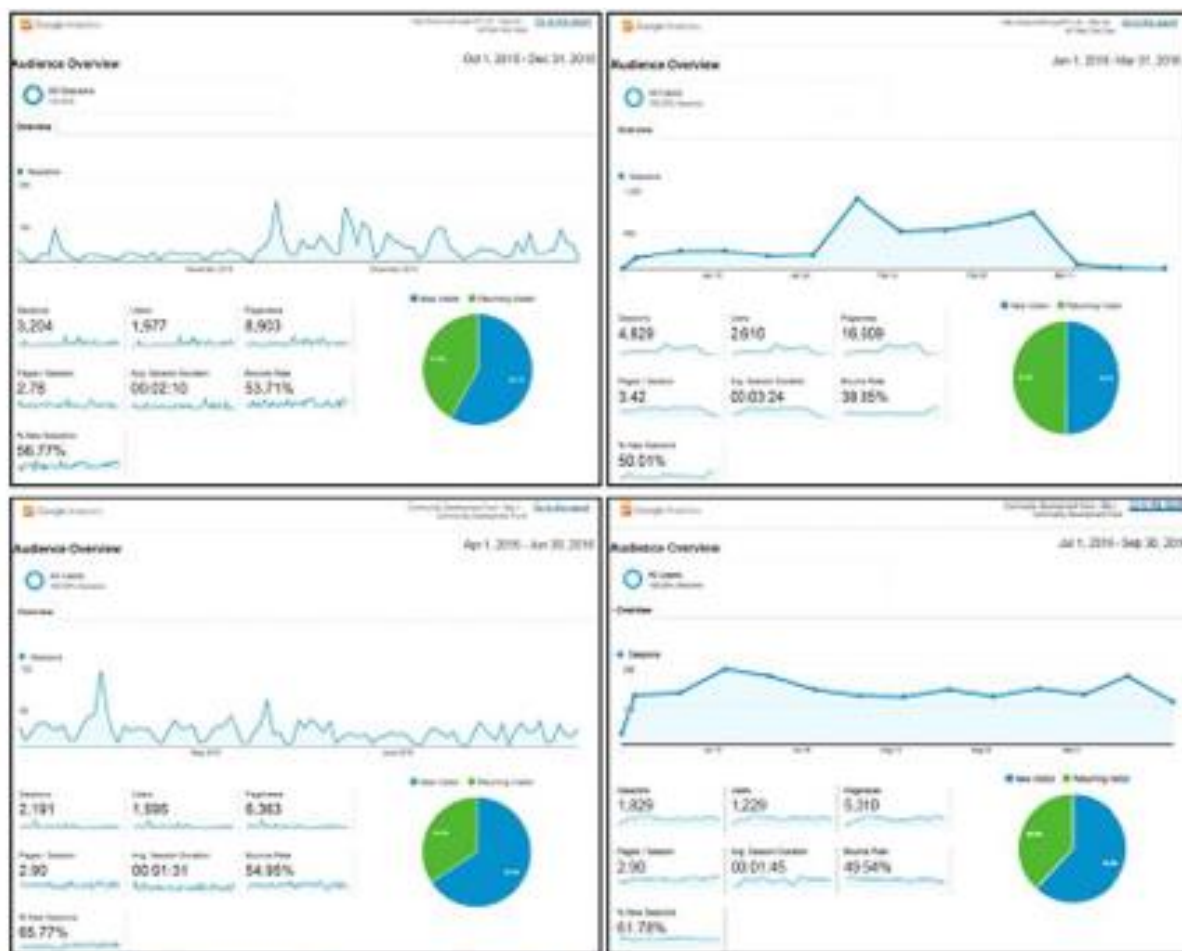


Photo 5. Quartile Google Analytics results for AKT LS Year 2

During the 3rd year of implementation, the number of visits on the AKT LS's webpage was even higher. 15,589 visits were made during the period of October 01, 2016 – October 31, 2017.

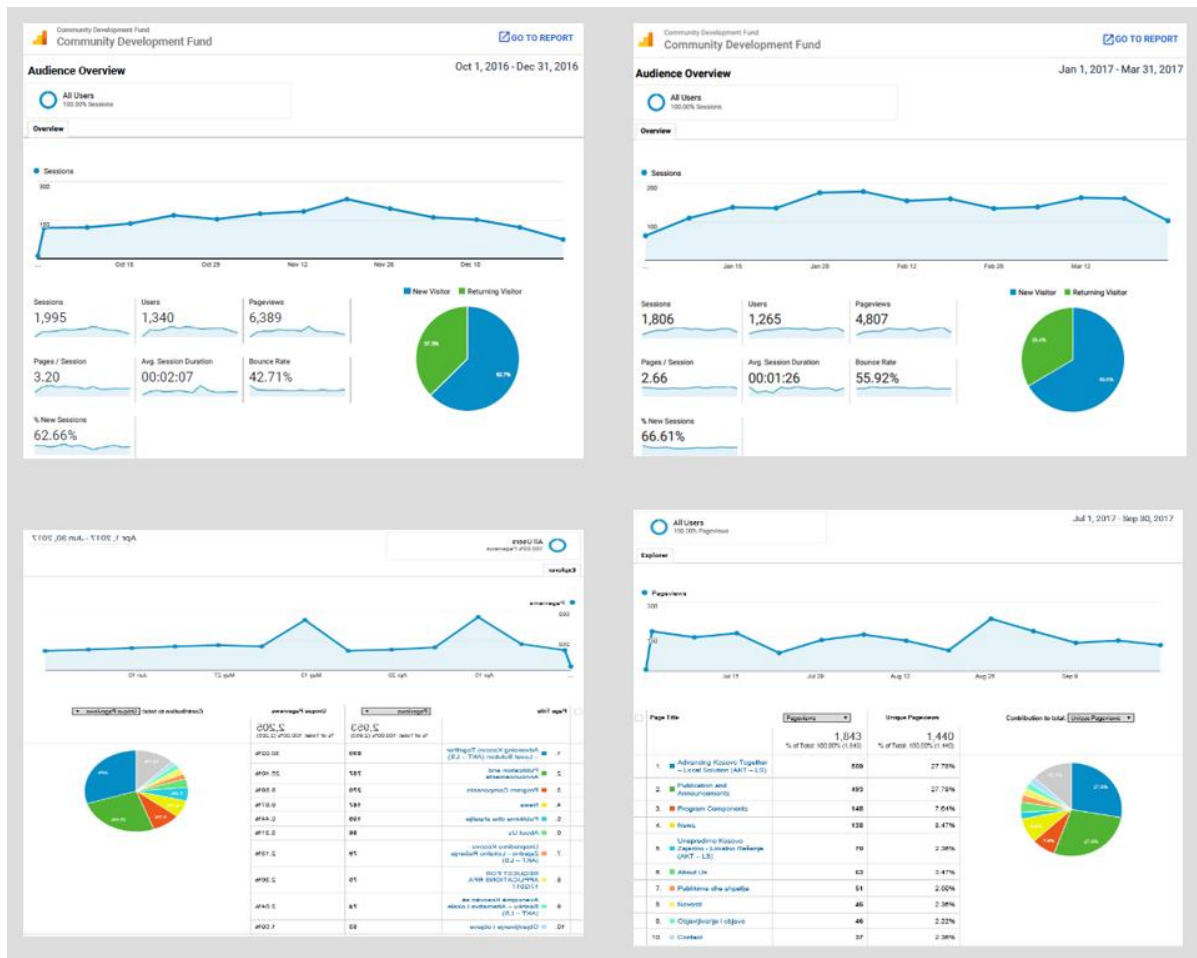


Photo 6. Quartile Google Analytics results for AKT LS Year 3

During the 4th year of implementation, the number of visits in the AKT LS official website was lower than that of previous years which came as a result of the shift of all communications into social media. Social media differ from traditional media in many ways, including quality, reach, frequency, immediacy and permanence. This way, it was easier to share information, ideas, photos, videos, likes and dislikes, with the world at large - and find public opinions. It gave the program an opportunity to become a part of the community or a certain group of communities and a chance to be engaged and engage others.

According to Google Analytics results 7,538 visits were made on AKT-LS official website with 5,812 unique page views during the period of October 1st 2017 - October 1st 2018.

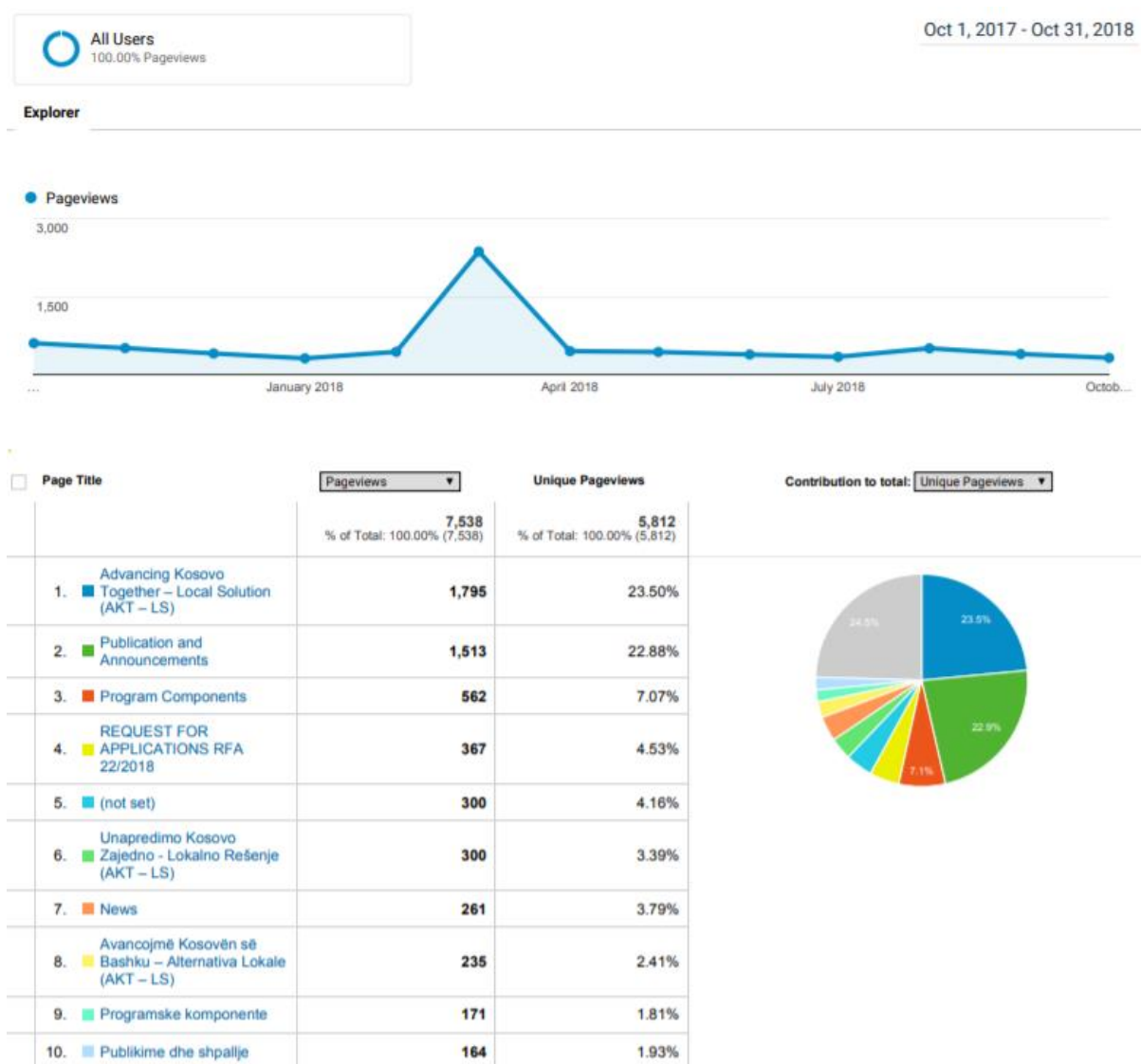


Photo 7. Quartile Google Analytics results for AKT LS Year 4

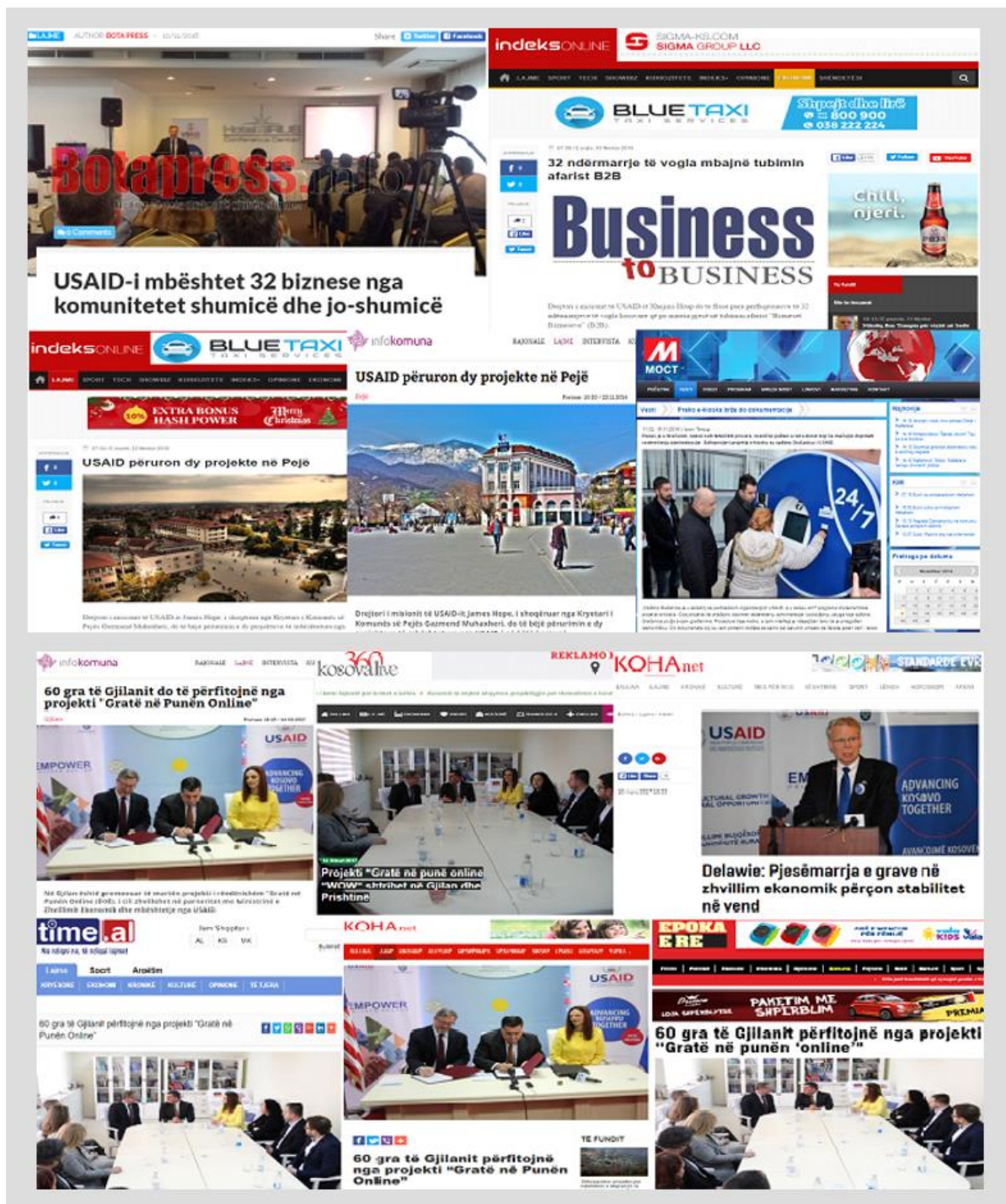
TV AND RADIO

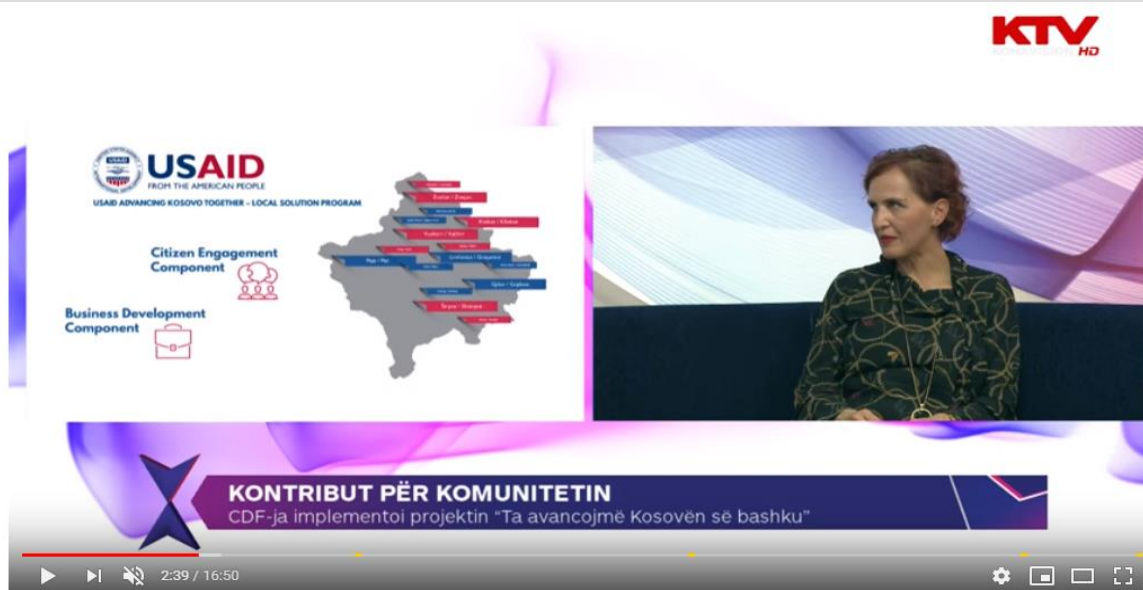
In terms of media appearances, AKT LS activities were covered by a large number of digital media as well as traditional media such as national televisions and radios. The program representatives were several times invited to local TV and radio channels as a part of the promotion/information campaign for the program and its opportunities. Also, many of the AKT LS CSO grant beneficiaries have promoted the program as parts of their projects which include documentaries, theatre plays, different campaigns etc.

As part of digital communication, several well-known web portals and digital news channels have covered the activities. The AKT-LS communication department shared pictures as well as other relevant materials with the communication departments from respective digital news channels in order to help them cover these stories in compliance with USAID standards.

Below are some examples of the interviews and participation at different TV programs:







Programi "Ta avancojmë Kosovën së bashku" 29 11 2018

EVENTS

During the 1st year of implementation, the nature of the events organized by the program was mostly informational and signing ceremonies. All the events were characterized by large turnout of people from respective municipalities and besides the promotional materials, the participants were also verbally briefed by the program team on the activities and benefits of the program. Additionally, in cooperation with AKT US and with the support of the USAID communication department, AKT LS managed to arrange 13 MoU signing ceremonies in target municipalities which were mainly represented by Mission Director Jim Hope and respective Mayors.

Throughout all the years of its implementation, AKT LS organized events such as B2B, multiethnic trade fairs for its grantees to promote their products to the visitors and participation of these businesses on different trade fairs organized in Kosovo, visits at various projects of activities of the program in the corresponding municipalities where all participants had the chance to directly interact with the communities, donor conferences, equipment delivering ceremonies etc.



Photo 8. Meeting with LYAC and IWG representatives during the visit in Strpce/Shtërpce



Photo 9. The inauguration of water pump station in Belo Polje/ Bellopojë



Photo 10. Our grantees at the annual Agricultural and Agro-industrial Products Fair and the visit by the PM Mustafa

OTHERS:

The communication team compiled and designed newspapers, which gathered the most important visits and news on the activities of AKT LS. The newspaper was published on the website and was shared with the program's partners and other involved actors.



Photo 11. NEWSLETTER #1



Photo 12. NEWSLETTER #2



Photo 13. NEWSLETTER #3



Photo 14. NEWSLETTER #4



Photo 15. NEWSLETTER #5



Photo 16. NEWSLETTER #6

FINANCIAL MANAGEMENT

The total amount of the Cooperative Agreement for the period of Oct'14 to 30 Oct'18 was \$7,356,705 USAID funds including four (4) contract modifications and \$612,340 CDF cost share contribution. During the whole period we received in total \$7,356,705 and total expenses were **\$7,317,717**. The remaining from the total budget is **\$38,988**.

Below you can see the detailed budget vs. actual for the period Oct'14-Oct'18.

AKT LS Budget Overview—close-out audit				
For the period October 1, 2014 to October 30, 2018				
(Currency in USD)				
Approved Budget			Total Actual	Remaining balance
REVENUE				
USAID-Advancing Kosovo Together—Local Solution		7,356,705	7,356,705	-
Total revenue		7,356,705	7,356,705	-
COSTS INCURRED				
Personnel		1,311,167	1,304,541	6,626
Fringe Benefits		69,707	68,752	956
Equipment		14,408	14,408	-
Contractual		5,477,287	5,447,072	30,215
Supplies		25,925	25,915	10
Other Direct Costs		186,592	186,807	-215
Applied to total direct cost		271,617	270,221	1,397
Total costs incurred		7,356,705	7,317,717	38,988
Outstanding fund balance		-	38,988	-38,988

COST SHARE:

During the life of the project AKT LS Oct'14 – Oct'18 the total amount of cost share contribution was: **\$1,242,480**. With the cooperative agreement the amount of the cost share contribution for the project was **\$612,340**. CDF for the life of the project exceeded the amount of contribution for over 100%. All the cost share contribution in kind and cash are documented for all grants including: Infrastructure, Business grants, CSO's, SIAP and CDF. Below is the table with the detailed cost share information for all Components.

Component	In Kind contribution	Cash contribution	Total Cash and In Kind EUR	Total Cash and In Kind USD
CSO	€128,149.50	€0.00	€128,149.50	\$108,888.45
Business	€406,244.04	€187,183.44	€593,427.48	\$632,238.92
Infrastructure	€339,461.13	€124,330.15	€463,791.28	\$475,113.20
CDF Cost share	€22,828.42	€0.00	€22,828.42	\$26,239.56
Total EUR	€896,683.09	€311,513.59	€1,208,196.68	\$1,242,480.14

4. ANNEX 1: PMP Table

#	Illustrative Performance Indicators	Indicator Definition & Unit of Measurement	Data Source	Data Collection Method	Frequency	Baseline	Year 1		Year 2		Year 3		Year 4		End of project target	Numbers reached
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
IR 1.3: Improved integration of ethnic minorities																
Objective 1: Improve autonomous, horizontal communication between (a) Kosovo Albanian and non-majority communities, and (b) the GoK and non-majority communities (IR 1.3.2)																
1.1	USG-assisted facilitated events geared towards strengthening understanding and mitigating conflict between groups	The total number of events and activities organized/supported by AKT LS aimed at conflict mitigation and reconciliation between groups.	Events, Reports	Events, Reports Participant Lists, Event Trackers, Event Reports, Photo and Video Documentation, Milestone Reports	Quarterly	0	30	30	50	272	30	407	50	193	160	902
1.2 a	Number of direct beneficiaries from USG Assistance	The total number of persons directly benefiting from AKT LS activities. This will include identifiable and trackable participants in events, grantees, trainees, businesses, community members, etc. who directly benefit from AKT LS activities.	Events, Reports , Agreements/ Contracts	Participant Lists, Event Trackers, Event Reports, Photo and Video Documentation, Milestone Reports, Agreements, Contracts	Quarterly	0	N/A	300	N/A	1,541	N/A	3,156	N/A	5,114	2,500	10,111
1.2 b	Number of indirect beneficiaries from USG Assistance	The total number of persons indirectly benefiting from AKT LS activities. This will include community members, target municipalities' citizens, festivals visitors, TV viewership of media material etc. indirectly impacted by activities organized and/ or supported by AKT LS.	Events, Reports , Community Data, Municipality Data, Agreements/ Contracts	Event Trackers, Event Reports, Photo and Video Documentation, Milestone Reports, Agreements, Contracts, Official Municipality Data	Quarterly	0	20,000	19,700	40,000	42,351	30,000	343,445	40,000	204,002	130,000	609,498

1.3	Jointly implemented minority - majority activities	The total number of events and activities organized by Albanian majority and Serbian non-majority organizations/entities.	AKT LS Events, Reports ,	Participant Lists, Event Trackers, Event Reports, Photo and Video Documentation, Milestone Reports	Quarterly	0	30	30	30	110	20	61	20	65	100	266
1.4	Number of minority-oriented priority issues addressed by targeted local governments	The number of minority issues put forward by civic groups that benefit from AKT activities and receive response from local government, including infrastructure projects implemented jointly with AKT LS and target municipalities.	Media, CSOs, Municipality data, Reports	Process documentation, multimedia documentation, Official Municipality Information	Quarterly	0	4	4	4	4	10	11	N/A	9	18	28
1.5	Number of participants in USG-funded programs supporting participation and inclusion of traditionally marginalized ethnic minority groups	The total number of beneficiaries from traditionally marginalized ethnic minority groups. Ethnic minority groups under this indicator are defined varying on the municipality's demographics. RAE communities are provided particular attention as they are marginalized regardless of which ethnicity represents the majority in the municipality	Events, Reports , Agreements/ Contracts	Participant Lists, Event Trackers, Event Reports, Photo and Video Documentation, Milestone Reports	Quarterly	0	100	254	200	163	100	124	100	270	500	811
1.6	Percentage of the minority population with confidence in key Government institutions	The annual difference in confidence level with select Government institutions monitored in consecutive years and expressed as percentage change.	AKT LS, AKT LS Survey, Official Municipality Data	Baseline, Mid-term End-line Surveys	Annually	22.3%	5%	5%	27.3%	32.1%	32.3%	32.3%	N/A	N/A	32.3%	32.3%
Objective 2: Improve economic opportunities in target municipalities (IR 1.3.3)																
2.1	Number of MSMEs supported by USG enterprise assistance	The total number of MSMEs* that have been assisted with USG funding, technical assistance or training supplied through AKT	Reports , Events, MSMEs , Agreements	Event Reports, Contract / Agreements, Grant Awards, Participation Lists	Semi-annually	0	70	80	80	119	70	113	N/A	1	220	313

		LS *MSME - Micro, Small- and Medium-scale Enterprises	ents/ Contrac ts													
2.2	The value of sales of minority-owned MSMEs that are assisted with USG funds	The value of sales of the minority-owned MSMEs that are assisted with USG funds. Adding up the annual value of sales in EUR, converting to USD and comparing the sum before and after USG assistance.	MSMEs	AKT collects data from assisted businesses application forms and periodic reporting survey	Annually	N/A	10	0	N/A	USD 5,490,388.92	N/A	USD 5,519,960	N/A	USD 9,112,975.49	USD 7,400,000	USD 20,123,324.4
2.3	Full-time and full time equivalent (FTE) jobs created as a result of USAID assistance	Number of full-time and full time equivalent (FTE) jobs created as a result of USAID assistance in targeted sectors. Person days of employment, converted to annual full-time equivalent (FTE jobs using 225 days of labor/year).	MSMEs	MSME data	Annually	0	70	80	80	22	70	224	N/A	105	220	431
2.4	Number of minority MSMEs linked to majority markets and larger-scale firms as a result of USG assistance to the value chain	Total number of minority owned MSMEs that have formed new supply or sales relationships with medium and larger-scale firms	MSMEs , Grantee s	MSME data, Grantee Reports	Annually	0	10	10	10	15	5	15	N/A	0	25	40
Objective 3: Increase the efficiency and capacity of target municipal administrations to respond to the needs of all their citizens (IR 1.3.1)																
3.1	Number of sub-national government entities receiving USG assistance to improve their performance*	The distribution of AKT LS assistance per partner municipalities and their engagement in improving the select municipal services	Municipal Data, Reports , Agreements/ Contrac ts	Project documentation, monitoring forms, partner reports	Quarterly	0	16	16	16	16	16	16	16	16	16	16
3.2	Percent citizens in targeted municipalities satisfied or highly	The annual satisfaction level with select municipal services monitored in consecutive years and	AKT LS Surveys	AKT LS Surveys	Annually	25.1%	2%	2%	30%	31.2%	35%	37.3%	N/A	N/A	35%	37.3%

	satisfied with select services	expressed as a percentage.														
3.3	Number of people who receive USG-assisted trainings, including management to Strengthen Local Government/or Decentralization	The number of people receiving USG assisted training. The extent of capacity development facilitated as part of the project implementation, which is aimed at improving the functioning of local government structures and improvement of responsiveness of LGs towards citizen's needs. 'Training' may include topics such as management, finance, procurement, etc.	Reports , Training Events	Training Evaluations, Partner Reports, Participation Lists, Milestone Reports, Photo and Video Documentation	Quarterly	0	50	150	80	295	50	62	100	186	280	693
3.4	Number of citizens included in municipal budget hearings in targeted municipalities	The number of citizens in target municipalities that participate in budget hearings of the respective municipal authorities	Partner Documentation , Official Municipal data,	Partner Reports, Participation Lists, Milestone Reports, Photo and Video Documentation, Municipality statistics	Annually	0	N/A	4	N/A	574	N/A	709	N/A	0	600	1,287
3.5	Number of developed SIAPs in target municipalities	The total number of SIAPs developed for AKT LS target municipalities.	AKT LS and Partner Reports , Municipalities	Reports, Partner and Project documentation, Official Municipality Data	Annually	0	2	2	3	1	3	1	N/A	2	8	6